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ABSTRACT

The participative management procedures used in establishing goals, objectives, and priorities at Bucks County Community College (BCCC) for 1978 and 1979 are described in this report. BCCC's mission statement is examined first as adopted by the Board of Trustees in 1977, and then the steps involved in securing staff participation in the implementation of that mission are described. These steps included: (1) the collection of suggestions for institutional goals from all college employees and the summarization of these suggestions into 19 separate goal statements; (2) the collection of suggestions for college objectives from employees and the matching of these objectives with the 19 goal statements; and (3) the establishment of priorities for these goals and objectives based on a survey of employees. Problems encountered in the planning process are then examined: they included a lack of sufficient time for discussion, a disagreement over the meaning of goals and objectives, and the inability of individuals to follow the impact of the planning process through the budgeting process. A discussion of a revised planning process is presented next, and it is noted that while the revised process involves individuals in the development of college-wide goals, it also limits faculty involvement to the departmental level. Memos, questionnaires, and charts used in both processes are appended. (JP)

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IMPLEMENTING A COORDINATED PLANNING PROCESS

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IMPLEMENTING A COORDINATED PLANNING PROCESS

INTRODUCTION

Growth is usually looked upon as a favorable aspect of organizations in our society. Typically in institutions of higher education the only areas of this growth that required any careful planning were those that dealt with physical facilities due to the necessary state approvals and bidding procedures that needed to be followed. Otherwise, growth was viewed as a spontaneous activity that was welcomed by all since it typically produced salutary effects in all areas within the institution.

In recent years, however, there has been a slight decline in the rate of growth within community colleges but a sometimes rapid increase in costs due to inflation, new energy demands, fringe benefits and other related factors. If one is working in a setting where the budget is enrollment-driven, there is the need for some very serious thinking by management lest we project expenditures far beyond the revenue indicated.

By the mid 1970's Bucks County Community College foresaw its entry into this type of environment. The rapid increase in part-time students and their demands for services did not produce the full-time equivalents (FTE's) on the revenue side of the ledger to support these services. That type of growth was projected to increase for the next five to ten years and unless management gained control of these forces, the institution would be facing some very unpleasant and difficult decisions within the next few years.

Recognizing that situation was the first step in the initiation of a coordinated planning process. Another force was the increased awareness and utilization of managing skills effected by the Task Force on Management Development. Comprehensive planning had been a focus of this group's attention since its inception in 1975 and their initiative

into this area facilitated coordinated planning. There were several strategies attempted and these will be detailed in the next few pages. The planning process at this institution is an evolving process and one that we can expect to change as new forces are introduced into our environment. The planning process at any institution must be adapted to that institution's needs and must be one that the president legitimizes. The president more than any other officer within the institution will set the tone and style for the planning processes followed within that institution.

IMPLEMENTATION

The first step in any serious comprehensive planning calls for the board of trustees to review the current mission statement of the college and either affirm or amend that statement as the cornerstone for future college planning. The president of the college brought this matter to the attention of the board of trustees in September 1976 and the board worked on the mission statement for approximately six months.

At the same time the president's administrative staff discussed various strategies to be used in the planning process. Appendix A provides copies of memos used to get the president's administrative staff to think about the various facets of a planning process at this institution. Fortunately prior to the actual adoption by the board of trustees of a new mission statement the president's administrative staff had agreed upon a planning strategy and actually disseminated it to management personnel prior to the formal adoption by the board of a new mission statement (see Appendix B).

On March 21, 1977, the board of trustees adopted the following statement of mission for Bucks County Community College:

It is the purpose of Bucks County Community College to provide for those students admitted to the College:

the first two years of collegiate education to
prepare students for transfer to four-year colleges
and universities to meet individual educational goals;

career education including occupational, vocational technical and semi-professional fields to provide job training, retraining, and/or upgrading of skills to meet individual, local and state manpower needs;

preparatory or developmental instruction to help students prepare for entry into standard college level courses;

student services to reflect the programmatic development and direction of the College, including but not limited to, admissions, counseling, testing, tutoring and placement;

and for others:

community education, including non-credit adult and continuing education classes to meet individual educational goals;

public service activities of an educational nature which may include workshops, seminars, forums, cultural enrichment, community surveys, facility usage, and studies to meet community service needs.

These services shall be provided in a planned and economic fashion within the framework established by the Commonwealth of Pennsylvania, the County of Bucks, and the Board of Trustees of the College.

Immediately thereafter the president sent a memo to all exempt employees indicating the action of the board in adopting the mission statement and the initiation of the goal setting stage of the management planning process (see Appendix C). Subgroup A (college goals) immediately followed the president's memorandum with its own request for goal statements from all college employees (see Appendix D). Exempt employees were asked to coordinate this process in their offices. Also attached to this memorandum was a timetable set up for the college goals subgroup and a form to request goals statements from college employees. Over two hundred proposed college goals were received and were collated by Subgroup A and summarized into nineteen separate goals statements. These goals statements were then returned to all who had submitted college goals for their review prior to submitting these to the president's administrative staff (see Appendix E). Very few changes were forthcoming as a result of this review from participants and on

April 12 the nineteen goal statements were forwarded to the president's staff for their review and adoption (see Appendix F). There was a minor change made on goal statement 18 at the president's staff meeting and the finally adopted goals were then disseminated to all college employees by the president. At the same time the president set in motion Subgroup B whose responsibility was to identify college objectives (see Appendix G).

The Subgroup A on college goals did assess the processes and the results of the college goals setting process so that this information could be forwarded to Subgroup B to assist them in their work (see Appendix H). The primary criticism that resulted from the survey was the lack of time for open discussion on the proposed goals statements and this matter was brought to Subgroup B's attention.

Subgroup B then requested input on the college objectives phase of the management planning process from all college employees (see Appendix I). Attached to this request was the timetable for Subgroup B as well as a form to complete to identify objective statements with the college goals previously adopted. This proved to be the most time-consuming task of any of the subgroups and one whose results were so voluminous that it was left to the Subgroup C on college priorities to disseminate this information back to all budget center heads and participants. The president's staff did receive a copy of the results (see Appendix J).

On May 31 the Subgroup C on college priorities disseminated a request for priorities from all college employees using an optical scanning sheet due to the volume of the objectives involved (see Appendix K). The results from this survey were tallied and forwarded back to budget center heads for their review prior to submission to the president's administrative staff (see Appendix L). This information was then forwarded to the president's administrative staff and on July 15, 1977, the president adopted the college priorities for 1978 and disseminated this to all employees (see Appendix M). These priorities were then assigned to various members of the president's administrative staff as their responsibility for the coming year. (Many of those initial priorities were

essentially assessment tasks that would provide the direction for future activities.)

In the meantime the final steps of the complete management planning process had been coordinated with the budget cycle for the college, and that information was forwarded to all exempt employees for their planning purposes (see Appendix N).

Evaluations (see Appendix O) of that first venture into coordinated college-wide planning indicated areas for improvement in future planning efforts. The primary criticisms were as follows:

1. There was not sufficient time for discussion and involvement by all college personnel in the college goal setting process.
2. There was considerable disagreement on the exact meaning of goals and objectives.
3. Individuals were unable to follow the impact of the planning process through the budget process.
4. No one position had been assigned the responsibility to monitor the progress of the priorities established.
5. The college had suffered a severe teachers' strike in the Fall of 1977 which also resulted in the temporary lay-off of approximately 150 non-union personnel. This resulted in very low morale on campus and tremendous skepticism toward any planning process in view of actions that were taken in the course of that strike.
6. The assignment of priorities to individuals within the president's administrative staff effectively removed all other campus personnel from direct involvement in the accomplishment of the tasks involved. In some instances individuals might have been assigned a priority that they themselves had neither been involved in establishing nor had any primary interest in its achievement.

At this time the need for an outside consultant became recognizable to all. Dr. Raymond Bernabei, Assistant Executive Director of the Bucks County Schools' Intermediate Unit #22, provided assistance to managerial personnel in the areas of coordinating institution wide statements with departmental and position priorities. Planning strategies from other colleges were studied for possible application at this institution. Skills sessions were held to develop understandings and skills in writing

personal goals and objectives.

As a result of these activities a planning group was appointed in the Fall of 1978 to review the entire planning process and recommend specific planning activities for 1979. This group decided that the most critical element in the implementation of any planning process would be the coordination of college-wide priorities with departmental and position priorities. In this way individuals would not only have the opportunity to participate in establishing college-wide priorities but also be very directly involved in developing and writing their own positional and departmental priorities for the coming budget year. In February 1979 the management planning group sent a letter to all college employees requesting their participation in establishing college-wide priorities for the next two to three years (see Appendix P). The management planning group had also decided to utilize the nineteen goal statements established in 1977 with the provision for additions or revisions as college personnel saw fit. The management planning group tallied the responses and there were no new goals submitted. This tally was then submitted to the president's administrative staff for their review.

On April 17, 1979, the president issued the subsequent list of college priorities for 1979 and 1980:

1. To assess and develop more effective communication within the College Community and to inform the public of its mission, goals, objectives, priorities and programs.
2. To offer staff development programs for all employees (faculty, exempt and classified) which will effect an institutional environment favorable to individuals growth and encourage participation in the management planning process by all constituents.
3. Provide increased budgetary support for remedial and preventive maintenance of the physical plant and grounds.
4. To offer residents of Bucks County a comprehensive selection of courses and programs based upon identifiable community interests and needs.

5. To assess current use of community resources by the College and develop more effective means of utilizing these and other resources in the operations of the College.
6. To assess and plan for the improvement of support services to provide for the coordinated delivery of these services.

At this point the revised planning process departed significantly from the earlier venture. The desire of the management planning group was to effectively utilize the talent on campus and this was seen most easily achieved by having all departments and offices establish their priorities for the coming year, hopefully in relation to the college-wide priorities, and then have exempt employees establish their position priorities for that same time period. Meetings were held with supervisors and exempt employees to explain procedures and forms were distributed to facilitate this process. Appendix Q indicates the form used to coordinate institutional priorities with departmental priorities and Appendix R indicates the form used to tie departmental priorities with position priorities. Individual supervisors had the flexibility to utilize these forms as their own needs dictated. Thus all budget centers and exempt employees were allowed to work with their immediate supervisors in determining their "piece of the action". Supervisors were encouraged to conduct at least two reviews of the progress on these priorities during the year, in part to determine if any changes need to be made.

The President's Office issued in September 1979 the compilation of all the priorities by office within the campus and their relationship to institutional priorities. (A copy of this is available in the President's Office.) Those activities that did not relate to institutional priorities were also included in this publication as an indication of the flexibility in this process. This publication by the President's Office made reference to the fact that some of the priorities included in this plan called for specific funding in the 1980 college budget. This alerted the board and others to the importance of these items in the budget review process and thus most of the priorities were funded in the 1980 budget. The president also committed himself to a complete review of the priorities

planning process in the Spring of 1980. That review indicated that the process should be continued.

In the Spring of 1980 all college employees once again received a request for their involvement in the establishment of college priorities (see Appendix S). That information was received and collated and referred to the president's administrative staff. On April 16, 1980, the president adopted the college-wide priorities for 1980-81 (see Appendix T).

It is expected that this process will be utilized for one more year prior to a more comprehensive review of the college mission and goals as was done in 1977.

SUMMARY AND RECOMMENDATIONS

This college attempted a coordinated planning process utilizing several approaches. The initial approach did not work very successfully due to the reasons indicated. The most current form of comprehensive planning does provide an opportunity for all employees to participate in the establishment of priorities for the entire institution as well as within their own department or office. At the present time only exempt employees are expected to write position priorities indicating what they propose to do in the course of a given year as well as the evidence for success in accomplishing those priorities.

Much of the semantic problems that the planning process had in the beginning was removed with the adoption of the term "priority" as opposed to goals and objectives. In this way we concentrated on the activity that the person was going to perform as opposed to the various definitions that one finds with the terms "goals" and "objectives". A second improvement with the current process is the publication of the departmental priorities by the President's Office and the follow through by the president in evaluating the progress on those priorities. By keeping the publication at the department level, there is no reference to any individual employee and this removes some of the stress that might occur were that provided. At the same time there is enough flexibility in this process to

allow for changes in priorities as conditions shift and circumstances indicate the need for a change. The review process built into the yearlong priority planning allows for individuals to work out differences with their immediate supervisor. This keeps everyone in focus for that given year and also allows for preplanning for the future year.

There have also been criticisms of the current process that should be mentioned at this time. Under the current structure the faculty members may submit college-wide priorities at the outset as well as act upon priorities within their given academic department. Some concern has been expressed that the faculty should be given a greater voice in the determination of college-wide priorities. At the present time the issuance of the college-wide priorities is done by the president after consultation with the president's administrative staff. Whether or not the faculty will be able to gain more involvement in this process, given the nature of the collective bargaining and its role on this campus, remains to be seen. Traditionally the role of faculty in establishing college-wide academic standards is well known. Since the advent of collective bargaining, however, this professional role has been subservient to the role of an employee and perhaps this is one of the liabilities of collective bargaining in the public sector. Only time will tell at this institution and other institutions whether or not the faculty will regain any of their former college-wide influence in determining college priorities.

There has been a serious attempt in the current process to avoid unnecessary paperwork on the behalf of all involved. There are still some complaints regarding the extensive detail required in establishing position priorities and the need to indicate the various tasks, the time frame involved and the budgetary impact of that task. Individual supervisors can allow for flexibility in this process but a key facet that needs to be remembered is the impact of one group's priorities upon another group's area of operation. For example, the Admissions Office may have a desire to publish additional publications during the next year that might result in increased enrollments. At the same time the

responsibility for producing that publication rests with the College Information Office and unless they are aware of this expectation by the Admissions Office, they are often caught short in their own office priorities. Ideally there is a facilitative aspect in this process that encourages and even forces communication horizontally and vertically within the institution in order to achieve common goals.

One of the assumptions built into this planning process was the realization that many of the priorities established by exempt employees could be realized primarily through the allocation of their time, not necessarily with budgetary support. This has proven to be quite true and effective time management can often produce many worthwhile activities without impacting too dramatically upon financial resources.

This planning process will be reviewed within the next two years and changes will be made according to the conditions and environment that Bucks County Community finds itself facing at that time.

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To: Jack Mahon
 From: President Rollins

Office of the President

In the seminar on "Goals and Objectives", held on September 22, 1976, it was indicated that a "top management" session was to be held prior to the next session on goals and objectives.

On November 12, the Administrative Council met for a session of serious discussion on more efficient and effective ways to go about the management process. There was discussed a need to assess our strengths and weaknesses in light of evolving conditions relating to the nature of our student body, our financial picture, our faculty, programs, support services, facilities, etc.

Also discussed was the need to ensure that you be kept informed of the items discussed, decisions made and actions to be taken at this meeting and at future points at which management directions are discussed.

During the session it was clearly determined that a management system developed by others for another organization should definitely not be adopted and imposed on our organization. It became clear, however, that a "result-oriented management style" is an approach that will serve us well.

The difference between a "result-oriented management style" and M.B.O. systems as generally described, is that a "result-oriented management style" allows us to proceed with management processes that we believe to be effective at a pace that we believe appropriate, while still allowing us to be clear about what it is we are to accomplish.

At the November 12th meeting, it was also determined that we needed to more clearly define administrative roles. With this in mind, we will be seeking professional consultant help to work with us to help clarify administrative roles, lines, and functions.

In the meantime, we will be holding another session in January, 1977 with those administrators who report regularly to me who hold line positions. Dr. Mahon has been asked to compile material relating to planning modes which will be studied prior to the meeting. It is my hope that after that time we will become involved in constructing processes of planning that will involve segments of the College community in the sharpening of directions for the College.

We must proceed with deliberateness, also, to keep in step with the timetable for the process of evaluation for exempt personnel. The process, as you will remember, was recommended to me in the spring of this year by the Task Force on Evaluation of Exempt Personnel, and adopted by me in May. (I am enclosing another copy in case you misplaced the first one I sent to you.) Succinctly, the process calls for the following:

AUGUST CONTRACT EXEMPT PERSONNEL

- May 1976 -- Use rating sheet acceptable to employee and supervisor
- May 1977 -- Use rating sheet acceptable to employee and supervisor AND state goals and objectives of employee in weighted, prioritized order.
- May 1978 -- Use evaluation sheet to be constructed that measures attainment of goals and objectives.

JANUARY CONTRACT EXEMPT PERSONNEL

- December, 1976 -- Use rating sheet acceptable to employee and supervisor
December, 1977 -- Use rating sheet acceptable to employee and supervisor
AND state goals and objectives of employee in weighted,
prioritized order.
December, 1978 -- Use evaluation sheet to be constructed that measures
attainment of goals and objectives.

It is obvious that a great deal needs to be done to reach what is outlined to take place by 1978. Institutional goals and objectives need to be formulated and stated. We are now beginning to plan the process by which this can be done.

A support structure needs to be developed for managers including training sessions, establishment of appropriate procedures and establishment of clear, workable instruments of evaluation.

This support structure will not happen overnight. We have, however, already begun:

- We have determined that a results oriented management style is what we are working toward.
- We have determined that that style fits well with a meaningful and fair evaluation system to which we have applied target dates for implementation.
- We have formed a "Task Force on Management Development" which is charged with proposing appropriate training sessions for our management team.
- We have already experienced several training sessions (time management, budgeting, management styles, goals and objectives, performance reviews) which are gradually moving from more general experiences to more practical and applicable situations in management here at the College.
- We have already begun planning through the same task force for a skill session in writing goals and objectives and another in "team building".
- We have already brought management together to begin the planning on how to further coordinate our management thrusts, involve the various segments of the College community, and implement the necessary decisions.

I ask your cooperation and patience as together we move toward a system of more effective and efficient management with our prime objective being one of continued service to our community and its needs.

Enclosure: Evaluation process for exempt personnel.



BUCKS COUNTY COMMUNITY COLLEGE
NEWTOWN, PENNSYLVANIA

MEMO

to _____

Date December 1, 1976

from Dr. Jack Mahon *JM*

RE: Various Strategies for Implementing a Planning Process at
Bucks County Community College

While there are numerous strategies that could be applied to various institutions in order to implement a planning process, let me briefly discuss one (1) or two (2) possible strategies and some of the more critical questions that need to be addressed in the entire planning process.

The most critical question that needs to be addressed is the following:

--Why should we implement a planning process?

The answer or answers to this will very much establish the pattern by which this institution or any institution goes about planning. There are numerous reasons that can be given and let me mention just a few:

- 1. To provide best use of resources.
- 2. To provide direction for the College and its Public.
- 3. Reduce internal conflict, possibly resulting from goal ambiguity.
- 4. To develop an attitude of "accountability" or "results" into the College's operation.
- 5. To develop a concept of evaluation to all College efforts.
- 6. Allow individuals involved in an enterprise to participate in setting its direction.

Obviously there are many more reasons that could be given to the "why" of Master Planning. The importance of these questions is the matter that they should be discussed as well as fully understood since they will often indicate the direction a planning process should take. Therefore, I would appreciate some discussion by this group on the "why" of Master Planning and perhaps even asking this group to come up with in their order of priority the three (3) most significant reasons why this College should address itself to planning.

On the following pages will be found short flow charts of various planning strategies. There are numerous nuances that could be applied to these strategies (for example, a strategy could be shown as some form of circle as opposed to a hierarchical

line and staff organization) but that is more a matter of the semantics as opposed to the entire intent of the planning process. Instead if you will look at the following possible strategies and review them in light of the answers and priorities given to the "why" mentioned previously (Page 1) then I think a planning strategy can be developed which would be both acceptable to those who will be involved and also provide a framework from which serious work could be done.

We will be meeting on Wednesday, December 15, 1976, at 2 P.M. in the President's Conference Room to begin discussions on a Planning Process for Bucks County Community College. Please come prepared to discuss your view of a Planning Process and please feel free to present alternative strategies to those included with this memorandum.

JM/na

ATT.

Dr. Charles E. Rollins

To: All Management Personnel
From: Dr. Charles E. Rollins
Subject: MANAGEMENT PLANNING PROCESS
(MPP)

The President's Staff has been concentrating its efforts during the past two months on developing a planning process for the College. The first stages of this process, the Management Planning Process (MPP), are outlined on the following pages.

It is my desire to achieve these results through the implementation of MPP:

1. To provide direction for the College;
2. To seek the support and participation of all management personnel in a "visible" planning process; and
3. to further develop result oriented management.

The initial stages of the MPP described on the attached sheets seek to achieve these results. Although the entire planning process is not completed at this time, we can and must begin to work on these first stages.

As in any human endeavor, the results do not always live up to everyone's expectations. With your assistance, however, we certainly can develop a planning process that will achieve the results listed above.

We will be meeting on WEDNESDAY, MARCH 9, 1977, at 10:30 A.M. in the Student Union Multi-Purpose Room to discuss the MPP. Please review the attached explanation and come prepared to discuss it.

PLEASE NOTE: This meeting will follow, immediately, the Seminar on Coaching: Supervisory Techniques which is scheduled for March 9, starting at 8:30 a.m.

Please arrange your calendars so that you will be able to attend both sessions.

Charles E. Rollins

President

RECEIVED

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**PROCESS TO ACHIEVE INITIAL STAGES
of the
MANAGEMENT PLANNING PROCESS**

(Brief Outline of the steps of the MPP)

1. College Mission Statement: initiated by the President ---

to - President's Staff - for response
to - Budget Directors - for response
to - President's Staff - for review
to - President
to - Academic Affairs Committee of the Board
to - Board of Trustees

Anticipated Result - Board Approval
Date: March, 1977

2. College Goals - Appointment by President of Sub-group A, composed of

2 - Academic Affairs
1 - President's Staff (to chair)
1 - Student Affairs
1 - Other Management Personnel

Request possible College Goals from Budget Directors to Sub-group A.
Collation and summary

to - President's Staff
to - Budget Directors
to - Sub-group A
to - President's Staff
to - President

Anticipated Result - President Issuing College Goals
Date: April 15, 1977

3. College Objectives: Appointment by President of Sub-group B composed of

2 - Academic Affairs	(composition same as
1 - President's Staff	Sub-group A but dif-
1 - Student Affairs	ferent individuals)
1 - Other Management Personnel	

**Request possible College Objectives, coming from approved College Goals,
from Budget Directors to Sub-group B.**

Collation and summary

to - President's Staff
to - Budget Directors
to - Sub-group B
to - President's Staff
to - President

Anticipated Result - President Issuing College Objectives

Date: June 1, 1977

4. College Priorities: Appointment by President of Sub-group C composed of

4A

4B

Academic Dean (to Chair)
Assistant Dean - Career Programs
2 Additional persons in Academic Affairs
1 President's Staff
1 Student Affairs
1 Other Management Personnel

Request possible College Priorities for 1978 coming from approved College Objectives, from Budget Directors to Sub-group C.

Collation and summary

to - President's Staff
to - Budget Directors
to - Sub-group C
to - President's Staff
to - President

Anticipated Result - President Issuing College Priorities for 1978

Date: July 15, 1977

5. 1978 Budget Requests Review by Immediate Supervisor:

All Departmental Budget requests will be reviewed by immediate supervisors in light of Approved College Priorities -- only requests consistent with Approved College Priorities will be forwarded to the Budget Office.

Anticipated Result - Budget requests in line with Approved College Priorities

Date: August 1, 1977

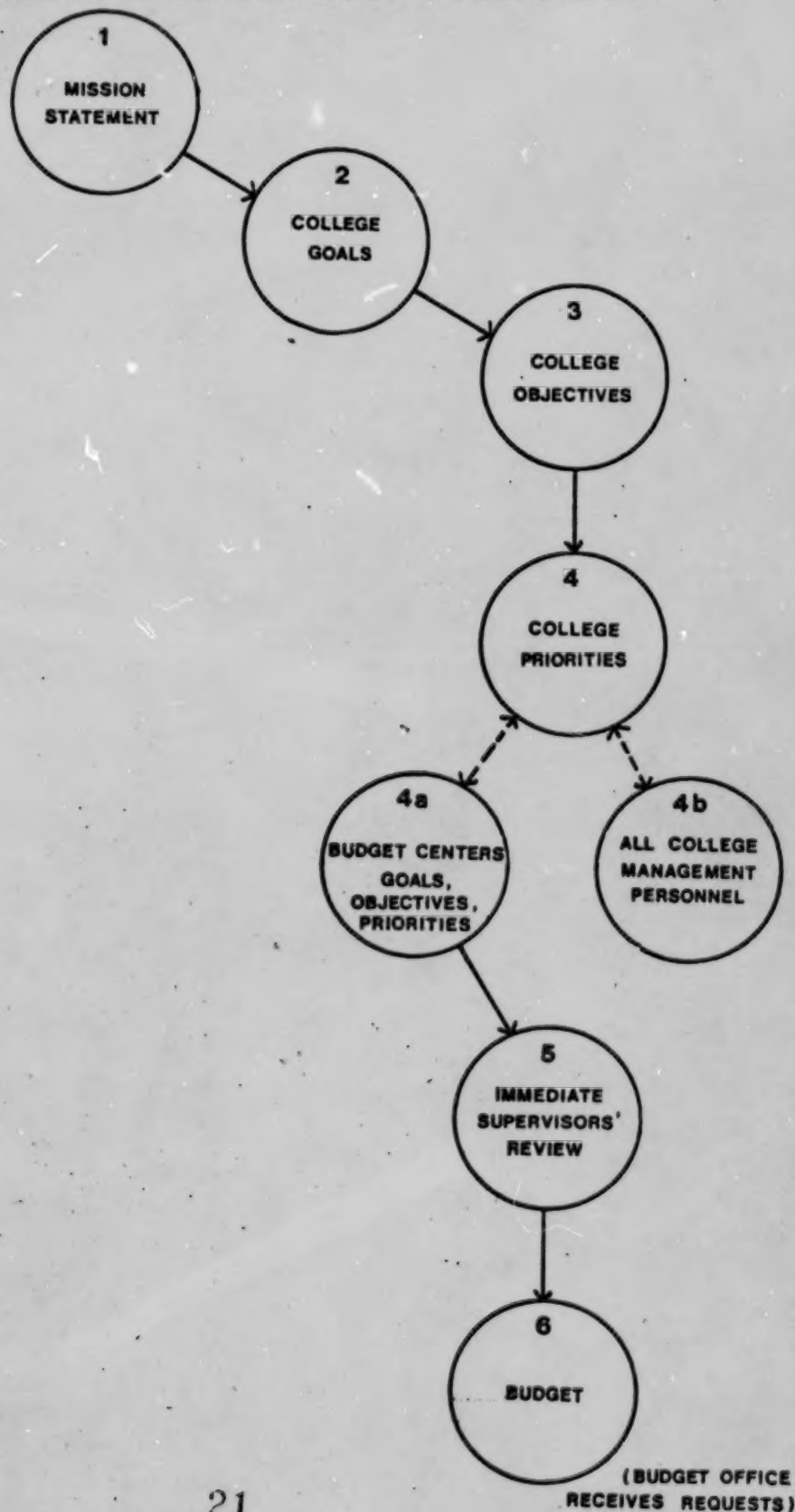
6. Budget Officer receives initial budget requests.

Anticipated Result - Fewer ulcers for Bob Murphy

Date: August 1, 1977

FLOW CHART FOR MANAGEMENT PLANNING PROCESS

(initial stages)





TO: *J. Mahon*
FROM: President Rollins

SUBJECT: The Board of Trustees adoption of the Mission Statement and the Charge to Sub-Group A on College Goals of the Management Planning Process (MPP)

The Board of Trustees adopted the attached Mission Statement at its regular meeting on Monday, March 21, 1977. This completes on schedule, step one of our Management Planning Process and I want to thank you for your conscientious participation in this effort. We now have a broad framework from which College Goals, College Objectives and College Priorities might be developed.

Sub-group A on College Goals, step two of the Management Planning Process has been formed and consists of the following members: Lou Hoelzle, Martin Sutton, Gordon McKenzie, Sue Schuehler and Jack Mahon, Chairperson. They will be contacting you shortly to initiate the College Goals segment of the Management Planning Process. Sub-Group A is charged with the following tasks:

1. Elicit College-wide goal statements through exempt employees from discussions with individuals under their supervision.
2. Provide opportunities for discussion and dialogue among exempt employees on proposed goal statements.
3. Maintain as close adherence as possible to initial time schedule without hindering participation in goal formation.

Your continued participation in this process is essential and welcomed.

BUCKS COUNTY COMMUNITY COLLEGE

STATEMENT OF MISSION

It is the purpose of Bucks County Community College to provide for those students admitted to the College:

the first two years of collegiate education to prepare students for transfer to four-year colleges and universities to meet individual educational goals;

career education including occupational, vocational technical and semi-professional fields to provide job training, retraining, and/or upgrading of skills to meet individual, local and state manpower needs;

preparatory or developmental instruction to help students prepare for entry into standard college level courses;

student services to reflect the programmatic development and direction of the College, including but not limited to, admissions, counseling, testing, tutoring, and placement;

and for others:

community education, including non-credit adult and continuing education classes to meet individual educational goals;

public service activities of an educational nature which may include workshops, seminars, forums, cultural enrichment, community surveys, facility usage, and studies to meet community service needs.

These services shall be provided in a planned and economic fashion within the framework established by the Commonwealth of Pennsylvania, the County of Bucks, and the Board of Trustees of the College.

March 1977

APPENDIX D

TO: All Exempt Employees

FROM: Subgroup A (College Goals) of the Management Planning Process

RE: Request for College Goal Statements

The Subgroup on College Goals solicits your active participation in the goal setting process. Whether your primary responsibilities are in the areas of instruction or student services, public service or physical plant, instructional support or public relations, your involvement is necessary. In short, we all have a stake in determining what this college can and will do in the present and in the future.

We have included a copy of our timetable on the reverse side of this memo so that you might plan your involvement in the goal setting process.

Attached is a sheet which includes both the Mission Statement approved by the Board of Trustees on March 21, 1977, and a form where you can provide initial College Goal Statements. Before you begin, however, let us provide you with a few guidelines for these goal statements.

1. These are college-wide goal statements, not departmental or office goal statements. These latter two will be actively discussed with Subgroup C on College Priorities but will have to fall within the purview of College Goals.
2. "A College Goal is defined as the amount and direction of change we desire from the present in a given period of time."

Because goal setting includes determining where we want to be and how we are going to get there, we must first of all look at where we are now.

We do not want statements of college objectives. Let us differentiate the two for you:

Possible College Goal Statements:

- A. To develop student proficiency in basic educational skills, particularly in the areas of language and mathematics, by 1980.
- B. To assess and develop appropriate programs to meet the career needs of adult citizens in Bucks County by 1979.

Objectives that flow from Goal Statement A might include:

- A. To develop a proficiency based writing course by September 1978.
- B. To validate the proficiency based writing course through external evaluation in Summer 1979.
3. We encourage you to involve individuals within your department and office in the process. Involvement by all at the goal setting stage will facilitate writing objectives at the next step.

Please attempt to get your College Goal Statements to Jack Mahon, Hicks 207 by Thursday, March 31. We recognize and appreciate your willingness to give this concentrated effort over the next week. If you have any questions in the area of College Goals, please contact Jack Mahon at Ext. 483 or 484.

March 23, 1977

SUBGROUP A TIMETABLE

COLLEGE GOALS

Monday, March 21	Subgroup A had initial meeting; discussed charge from Dr. Rollins, possible procedures and initial memo to exempt employees.
Tuesday, March 22	President issues approved College Mission Statement and charge to Subgroup A.
Wednesday, March 23	Subgroup A requests College Goal Statements.
Wednesday, March 30	Subgroup A meets to discuss status of College Goal Statements. (12 Noon - 1:30 p.m. in SU 12)
Thursday, March 31	Initial College Goal Statements due in Hicks 207.
Friday, April 1	Subgroup A meets to collate College Goal Statements. (1 - 3 p.m. in SU 11)
Tuesday, April 5	Collation and summary of College Goal Statements to President's Staff.
Wednesday, April 6	College Goal Statements returned to exempt employees.
Monday, April 11	Open discussion on College Goals. (10 a.m. - 12 Noon in SU 117) Subgroup A meets to collate and summarize College Goal Statements. (12:30 - 2:30 p.m. in SU 11)
Tuesday, April 12	Final discussion at President's Staff of College Goal Statements.
Friday, April 15	President issues College Goals.

BUCKS COUNTY COMMUNITY COLLEGE

MANAGEMENT PLANNING PROCESS

COLLEGE GOALS

Definition: A College Goal is defined as the amount and direction of change we desire from the present in a given period of time. For our purposes that time period is three (3) years.

GOAL STATEMENT ONE:

GOAL STATEMENT TWO:

GOAL STATEMENT THREE:

OTHER GOAL STATEMENTS:

Person submitting goals (Optional)

Please return by Thursday, March 31 to Jack Mahon, Hicks 207.

APPENDIX E



April 6, 1977

TO: All Participants in the College Goals Setting Process

FROM: Subgroup A on College Goals

We wish to thank you for your active and helpful participation in the College Goals setting process. Over two hundred proposed College Goals were received. Subgroup A spent three separate days collating and summarizing the initial goal statements into nineteen goal statements. These nineteen were reviewed by the President's Staff and several statements were revised for purposes of clarity.

These nineteen proposed College Goals (see reverse side) will be discussed at a campus-wide open discussion on Monday, April 11 at 10 a.m. to 12 noon in SU 117. We encourage you to participate in this open discussion. These Goal Statements are not in any rank order.

We solicit your thoughts and reactions to these proposed Goal Statements. Even if you cannot attend the campus-wide open discussion, please contact one of the members of Subgroup A by noon, Tuesday, April 12 to express your feelings toward these statements.

We are leaving in the library the complete listing of proposed College Goals initially received by us and a designation as to where each one falls within the purview of one of the proposed nineteen goals (reverse side). Those statements that were found to be too specific and might belong more appropriately as an objective statement will be forwarded to the Subgroup B on College Objectives.

Once again, thank you for your involvement and please feel free to contact any of the Subgroup A members if you have any questions or thoughts on this matter.

<u>NAME</u>	<u>OFFICE</u>	<u>EXTENSION</u>
Dan Hauser	Penn 225	410
Lou Hoelzle	Founders 129	334
Jack Mahon	Hicks 207	483
Gordon McKenzie	Pemberton	226
Marty Sutton	Penn 303	424

JM:nf
Att.

1. To offer residents of Bucks County a comprehensive selection of career courses and programs based upon identifiable community interests and needs.
2. To assess all existing career courses and programs within the context of identifiable community interests and needs and to expand, change or delete courses or programs based upon this assessment.
3. To offer residents of Bucks County a comprehensive selection of programs and courses leading to transfer to baccalaureate degree granting institutions.
4. To assess all existing courses and programs leading to transfer to baccalaureate degree granting institutions within the context of identifiable student educational needs and the transferability of those offerings, and to expand, change or delete courses or programs based upon this assessment.
5. To assess all existing developmental education courses and programs including their modes of instruction within the context of preparing students for entry into standard college level courses and programs and to expand, change or delete courses or programs based upon this assessment.
6. To assess and plan for the improvement of instructional support services to provide for the coordinated delivery of these services.
7. To develop a continuing education program for academic credit, non-credit and CEU, that will explore a wide range of relationships with individuals, community agencies, business, industry and others with the intent of offering more comprehensive and flexible educational experiences in response to their specific continuing education needs.
8. To assess the system by which community service offerings are determined and develop methods that will provide instructional support services for these offerings.
9. To assess and develop effective methods of placing students in appropriate course levels.
10. To assess the current administrative structure and its functioning in order to determine the most effective means of fulfilling the Mission of the College.
11. To offer staff development programs for all personnel (faculty, exempt and classified) which will effect an institutional environment favorable to individual growth and encourage participation in decision making by all constituents.
12. To encourage and provide a framework within which experimentation and assessment will occur in regard to modes of instruction, types of educational delivery systems and styles of student learning.
13. To provide proficiency oriented and competency based courses and programs of study.
14. Provide and maintain facilities that are conducive to learning with maximal utilization of community and campus facilities that will extend services and instruction throughout Bucks County.
15. To assess and plan for the improvement of student development and service needs, including but not limited to Admissions, Counseling, Testing, Tutoring and Placement, to provide for the coordinated delivery of these services.
16. To provide low cost educational opportunities to residents of Bucks County through continuous valid cost analyses of current and projected operations and the optimal utilization of all viable income sources available to the College.
17. To assess and develop more effective communication within the college community and to inform the public of its mission, goals, objectives, priorities and programs.
18. To assess current use of community resources by the College and develop more effective means of utilizing these and other resources in the operations of the College.
19. To continue the development of the College as a central focus in the County for leadership in intellectual, cultural, artistic and recreational pursuits.

JM/nf
4/6/77

APPENDIX F



April 12, 1977

TO: The President's Staff
FROM: Subgroup A on College Goals
RE: Recommended College Goals

Subgroup A unanimously recommends the list of nineteen College Goals (see reverse side) to you. Other than the revisions to Goal Statements 6, 15, and 17 that were the result of our initial meeting with you, this list (reverse) has only one additional revision, that is the inclusion of "Goals, Objectives and Priorities" to Goal Statement 10.

We feel strongly that these Goal Statements indicate distinctive emphasis or directions for change for this college and should not be reduced drastically to an apparently more manageable number. These nineteen Goal Statements are the result of collating over two hundred proposed College Goal Statements. In addition, the end product of the Management Planning Process is the adoption of a 1978 Budget that reflects College Priorities. The broader the Goal Statements, the broader the resulting Objectives and Priorities and the less ability of institutional directions to be effectively coordinated with office and departmental directions in the budgetary process.

We look forward to discussing these Goal Statements with you and hope that the involvement of all exempt personnel and many faculty members are helpful to you as you advise the President in his adoption of Goals for Bucks County Community College.

SUBGROUP A MEMBERS

<u>NAME</u>	<u>OFFICE</u>	<u>EXTENSION</u>
Dan Hauser	Penn 225	410
Lou Hoelzle	Founders 129	334
Jack Mahon	Hicks 207	483
Gordon McKenzie	Pemberton	226
Marty Sutton	Penn 303	424

JM/nf

cc: All Exempt Employees
Faculty Participating in College Goals Process

1. To offer residents of Bucks County a comprehensive selection of career courses and programs based upon identifiable community interests and needs.
2. To assess all existing career courses and programs within the context of identifiable community interests and needs and to expand, change or delete courses or programs based upon this assessment
3. To offer residents of Bucks County a comprehensive selection of programs and courses leading to transfer to baccalaureate degree granting institutions.
4. To assess all existing courses and programs leading to transfer to baccalaureate degree granting institutions within the context of identifiable student educational needs and the transferability of those offerings, and to expand, change or delete courses or programs based upon this assessment.
5. To assess all existing developmental education courses and programs including their modes of instruction within the context of preparing students for entry into standard College level courses and programs and to expand, change or delete courses or programs based upon this assessment.
6. To assess and plan for the improvement of instructional support services to provide for the coordinated delivery of these services.
7. To develop a continuing education program, for academic credit, non-credit and CEU, that will explore a wide range of relationships with individuals, community agencies, business, industry and others with the intent of offering more comprehensive and flexible educational experiences in response to their specific continuing education needs.
8. To assess the system by which community service offerings are determined and develop methods that will provide instructional support services for these offerings.
9. To assess and develop effective methods of placing students in appropriate course levels.
10. To assess the current administrative structure and its functioning in order to determine the most effective means of fulfilling the Mission, Goals, Objectives, and Priorities of the College.
11. To offer staff development programs for all personnel (faculty, exempt and classified) which will effect an institutional environment favorable to individual growth and encourage participation in decision-making by all constituents.
12. To encourage and provide a framework within which experimentation and assessment will occur in regard to modes of instruction, types of educational delivery systems and styles of student learning
13. To provide proficiency oriented and competency based courses and programs of study.
14. Provide and maintain facilities that are conducive to learning with maximal utilization of community and campus facilities that will extend services and instruction throughout Bucks County.
15. To assess and plan for the improvement of student development and service needs, including but not limited to Admissions, Counseling, Testing, Tutoring, and Placement, to provide for the coordinated delivery of these services.
16. To provide low cost, educational opportunities to residents of Bucks County through continuous, valid cost analyses of current and projected operations and the optimal utilization of all viable income sources available to the College.
17. To assess and develop more effective communication within the College Community and to inform the public of its mission, goals, objectives, priorities and programs.
18. To assess current use of community resources in the operations of the College.
19. To continue the development of the College as a central focus in the County for leadership in intellectual, cultural, artistic, and recreational pursuits.

JM/nf
4/12/77



OFFICE OF
THE PRESIDENT

BUCKS COUNTY COMMUNITY COLLEGE
NEWTOWN, PENNSYLVANIA 18910 (215) 968-5861

April 15, 1977

TO: All College Employees

In keeping with the Management Planning Process (MPP), I am pleased to present to you at this time the College's Goals.

The sub-group (Lou Hoelzle, Martin Sutton, Gordon McKenzie, Dan Hauser, and Jack Mahon) began their work in March and completed the herculean task of sifting through over 200 statements received from the campus community. The nineteen (19) statements, which are appended here, went through the process as outlined in the MPP approved proposal dated 3-2-77. They encompass, in varying degrees, the intent of the 200 statements reviewed. It should be understood that these goals are the direction in which we wish to go over the next three years.

A very heartfelt and sincere "thank you" is extended to members of Sub-Group A for their outstanding service to the College.

Sub-group B - College Objectives - is now ready to begin its work. Dean Johnson will chair the group. Other members are Janet Mayes, Howard Freas, Tony Spisto, and Sue Schuehler. They are charged with the following tasks:

1. To elicit Collegewide objectives statements that flow from the approved College Goals Statements.
2. Provide objectives statements that specify the result(s) desired, time frame, and some indication of the criteria to assess the achievement of the result(s).
3. Provide opportunities for discussion and dialogue on proposed objectives statements.
4. Maintain as close adherence as possible to initial time schedule without hindering participation in ^{objectives} goal formation.

Hopefully, College Objectives will be issued June 1.

I was very pleased with the response from the campus community in their willingness to work on goals statements and I am hopeful that this spirit of participation in this process will continue. It is essential and appreciated.

Charles E. Rollins

President

BUCKS COUNTY COMMUNITY COLLEGE

GOALS

1. To offer residents of Bucks County a comprehensive selection of career courses and programs based upon identifiable community interests and needs.
2. To assess all existing career courses and programs within the context of identifiable community interests and needs and to expand, change or delete courses or programs based upon this assessment.
3. To offer residents of Bucks County a comprehensive selection of programs and courses leading to transfer to baccalaureate degree granting institutions.
4. To assess all existing courses and programs leading to transfer to baccalaureate degree granting institutions within the context of identifiable student educational needs and the transferability of those offerings, and to expand, change or delete courses or programs based upon this assessment.
5. To assess all existing developmental education courses and programs including their modes of instruction within the context of preparing students for entry into standard college level courses and programs and to expand, change or delete courses or programs based upon this assessment.
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7. To develop a continuing education program for academic credit, non-credit and CEU, that will explore a wide range of relationships with individuals, community agencies, business, industry and others with the intent of offering more comprehensive and flexible educational experiences in response to their specific continuing education needs.
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9. To assess and develop effective methods of placing students in appropriate course levels.
10. To assess the current administrative structure and its functioning in order to determine the most effective means of fulfilling the Mission, Goals, Objectives and Priorities of the College.
11. To offer staff development programs for all employees (faculty, exempt and classified) which will effect an institutional environment favorable to individual growth and encourage participation in the management planning process by all constituents.
12. To encourage and provide a framework within which experimentation and assessment will occur in regard to modes of instruction, types of educational delivery systems and styles of student learning.
13. To provide proficiency oriented and competency based courses and programs of study.
14. Provide and maintain facilities that are conducive to learning with maximal utilization of community and campus facilities that will extend services and instruction throughout Bucks County.

15. To assess and plan for the improvement of student development and service needs, including but not limited to Admissions, Counseling, Testing, Tutoring and Placement, to provide for the coordinated delivery of these services.
16. To provide low cost educational opportunities to residents of Bucks County through continuous, valid cost analyses of current and projected operations and the optimal utilization of all viable income sources available to the College.
17. To assess and develop more effective communication within the college community and to inform the public of its mission, goals, objectives, priorities and programs.
18. To assess current use of community resources by the College and develop more effective means of utilizing these and other resources in the operations of the College.
19. To continue the development of the College as a central focus in the County for leadership in intellectual, cultural, artistic and recreational pursuits.

4/77



APRIL 21, 1977

TO: All Exempt Employees & Faculty Participating in the College Goals Setting Process

FR: Sub-group A on College Goals

RE: Evaluation of College Goals Setting Process

#

We would appreciate about five (5) minutes of your time in order to assess the processes and the result of the College Goals Setting Process and the work of Sub-group A.

1. Did you submit goals statements? YES ☐ NO ☐

A. If you answered NO, why not? _____

B. If you answered YES, do you feel that the College Goals adopted by Dr. Rollins contains the goals statements that you submitted? WHY or WHY NOT??

2. What did you view as the weaknesses of the College Goals Setting Process?

3. What did you view as the strengths of the College Goals Setting Process?

#

#

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PLEASE RETURN this EVALUATION SHEET to DR. JACK MAHON, Assistant to the President, HICKS 20
by THURSDAY, APRIL 28, 1977.

THANK YOU.

JM/n6

APPENDIX I

TO: All College Employees
FROM: Subgroup B (College Objectives) of the Management Planning Process
RE: Request for College Objective Statements

Now that the Subgroup on College Goals has concluded its work and the President has officially issued the nineteen College Goals, the next step is to establish college-wide objectives. The College Objectives will provide more specific direction, a time frame, and a basis for the step to follow: College Priorities and the impact on the 1978 budget.

The subgroup on objectives solicits your participation in attaching objectives to the goals. Since you played an important part in establishing these goals, would you now also involve yourself in this next step?

On the reverse side of this sheet is a copy of our timetable. Please note the underlined dates which provide the opportunity for your response and participation.

You have already received the nineteen goals. Attached is a form for you to provide the objectives to fit the goals. Additional copies of the nineteen goals may be obtained in F-216. This form is designed so that you can write objectives directly underneath the goals. Before you begin, however, let us provide you with a few guidelines for these objectives statements.

1. These are college-wide objectives statements, not department or office objectives. These latter two will be discussed with Subgroup C on College Priorities but will fall within the purview of College Objectives.
2. A College Objective is defined as a measurable statement of direction of change. Included shall be the following parts: results desired, criteria to gauge success of efforts, and time frame.

SAMPLE OBJECTIVES

Goal #9: To assess and develop effective methods of placing students in appropriate course levels.

Objective: Assess current methods of advising and testing. Develop a new advising system to be used in the 1978-1979 college year on a trial basis.

Goal #13: To provide proficiency-oriented and competency-based courses and programs of study.

Objective: Academic departments will develop and submit to the Academic Dean, by Fall 1978, course outlines including competency-based objectives and methods of testing proficiency.

We encourage you to involve all individuals in your department. Achieving our Goals and Objectives requires the efforts of all and it's the right of all to participate.

Please have your College Objectives statements to Dean Johnson, Founders 216A by Friday, April 29. We appreciate your effort during the next two weeks. If you have any questions, please contact Dean Johnson at extension #277.

MANAGEMENT PLANNING PROCESS

SUBGROUP B TIMETABLE

COLLEGE OBJECTIVES

Thursday, April 14	Initial meeting of Subgroup B (3 - 4:00 p.m. in SU 11)
Friday, April 15	President issues college goals.
Monday, April 18	Presidential charge to Subgroup B.
<u>Tuesday, April 19</u>	Subgroup B requests college objectives from all employees.
Monday, April 25	Subgroup B meets to discuss status of college objectives (1 - 2:30 p.m. in SU 12)
<u>Friday, April 29</u>	Initial college objectives due in F-216.
Monday, May 2	Subgroup B meets to collate college objectives (1 - 2:30 p.m. in SU 11)
Thursday, May 5	Subgroup B meets to continue collating college objectives (1 - 2:30 p.m. in SU 12)
Tuesday, May 10	Collation and summary of college objectives to President's Staff. Subgroup B to attend meeting (2:00 p.m. in T-224)
Wednesday, May 11	College objectives returned to all employees.
<u>Monday, May 16</u>	Open discussion on college objectives. (12 - 2:00 p.m. in SU 117)
	Subgroup B meets to collate and summarize college objectives (2 - 4:00 p.m. in SU 12)
Tuesday, May 24	Final discussion of college objectives at President's Staff. Subgroup B to attend meeting (2:00 p.m. in T-224)
Wednesday, June 1	President issues college objectives.

BUCKS COUNTY COMMUNITY COLLEGE

MANAGEMENT PLANNING PROCESS

COLLEGE OBJECTIVES

Please return by Friday, April 29 to Dean Johnson, F-216.

Definition: A College Objective is defined as a specific implementation of a college goal to which may be assigned a time frame, criteria to gauge success of efforts, and results desired.

Objective Statement One: Goal Reference_____

Objective Statement Two: Goal Reference_____

Objective Statement Three: Goal Reference_____

Name (Optional)

Please attach additional sheets if needed.

APPENDIX J

BUCKS COUNTY COMMUNITY COLLEGE
Newtown, Pennsylvania

Date May 25, 1977

MEMO TO President's Staff
From Sub-Group B

Attached are the college Objectives which "Sub-Group B" submitted to the President's staff on May 24, 1977. The President's staff will be meeting on Thursday, May 26th at 2:30 pm. in T-224 to discuss this final draft

David J. Johnson
Chairman, Sub-Group B
signed DJJ

DJJ:cak

DRAFT IV

GOAL #1 To offer residents of Bucks County a comprehensive selection of career courses and programs based upon identifiable community interests and needs.

COMMENTS:

1. By Fall, 1978, conduct a survey to determine community needs in career education.
 - A. By means of newspaper advertising etc., provide the general public an opportunity to propose areas of interest, courses desired, etc. with a cut-off date for inputs. Evaluate, if possible, past history of course offerings and their value to students long since graduated.
 - B. By 1979, Academic departments in cooperation with Assistant Dean for Career Programs will develop appropriate survey tools and appoint interested (and willing) faculty to assess community agencies, individuals, businesses, etc. The nature or results of these surveys will indicate input for generating new courses, or reviewing present content.
2. Re-Evaluate the designation of "Career" and/or "Transfer" for each course and program based upon identified community interests and needs resulting from completion of Objective #1. (Also applicable to Goal #3, Comment #2).
3. The Counseling Department will develop and submit a proposal to provide effective counseling for the non-student adult resident. The program will assist community adults in their formulation and implementation of career education, self-enrichment plans. The program will be submitted to the Assistant Dean for Career Programs by October 1977, for implementation in January, 1978. (Also applies to Goal #5, Comment #5).
4. By September, 1977, develop an accredited career decision-making course which will provide students the means to gain the career skills and self-awareness necessary to make and implement appropriate course and career choices. This course will be implemented by Spring 1978 on a trial basis. (Also applicable to Goal #2, Comment #9 and Goal #15, Comment #4).
5. Update and use the Manpower study to determine which, if any, new programs of study or courses should be added in career education for the 1978-79 academic year. National career statistics will be included in the study.
6. Survey the Bucks County population as to the feasibility of a week-end college and also the feasibility of classes between 4 and 7 p.m. If a need is present, implement courses for these time periods and days in the 1978-79 year. (Also applicable to Goal #3, Comment #3).
7. See - Goal #2, Comment #7.

DRAFT IV

GOAL #2. To assess all existing career courses and programs within the context of identifiable community interests and needs and to expand, change, or delete courses or programs based upon this assessment.

COMMENTS:

1. To conduct job analysis and curriculum revision studies in all occupational curricula. The studies should be done on a regular basis, perhaps every five years.
2. To form a committee in September, 1977, which will be charged with the task of developing and conducting a survey of community interest in existing career programs and to determine community interest in expansion, change, or deletion of courses & programs based on this assessment. The committee will present recommendations to the President of BC3 based upon this survey by July 30, 1978.
3. Form a study group by September 1977 to survey Bucks County employers as to their current and potential manpower needs, and to assess career programs at BC3 based upon this survey. The study group will present recommendations to the President of BC3 based upon this survey by May of 1978.
4. Develop a means of incorporating follow-up studies into course program planning. (1977-78 Academic year).
5. By June 30, 1978 complete an assessment of all current career programs identifying job possibilities, needs to expand, change, or delete career programs in relation to manpower needs in our 6 county service areas. (Bucks, Mercer, Phila., Montgo., Lehigh, Northampton).
6. To provide new & current students with more information on the placement of former students in employment in the area of their program of study. This to be completed by December 31, 1978.
7. By June 30, 1978, the College will provide students with current national career trends, projections, and opportunities. (also applicable to Goal #1, Comment #7).
8. To develop, by Fall, 1978, more inter-departmental courses, functions, compatibilities -- to use our facilities, instructors, etc. to the fullest potential and to give the student a broader view of what is available to him/her in courses, programs, areas of study, jobs, careers, etc. (Also applicable to Goal #3, Comment #4, Goal #4, Comment #3, Goal #6, Comment #4).
9. SEE - Goal #1, Comment #4.

DRAFT IV

GOAL #3. To offer residents of Bucks County a comprehensive selection of programs and courses leading to transfer to baccalaureate degree granting institutions.

COMMENTS:

1. Assess programs offered by BC3, for their adequacy in providing transferability to those programs offered by the institutions to which a majority of students transfer.
2. SEE - Goal #1, Comment #2.
3. SEE - Goal #1, Comment #6.
4. SEE - Goal #2, Comment #8.

GOAL #4. To assess all existing courses and programs leading to transfer to baccalaureate degree granting institutions within the context of identifiable student educational needs and the transferability of those offerings, and to expand, change, or delete courses or programs based upon this assessment.

COMMENTS:

1. To complete an assessment by July 30, 1978, of all existing programs of study & courses leading to transfer to determine if there is a need to expand, change, or delete courses or programs of study.
2. SEE - Goal #6, Comment #3.
3. SEE - Goal #3, Comment #3.

GOAL #5. To assess all existing developmental education courses and programs including their modes of instruction within the context of preparing students for entry into standard College level courses and programs and to expand, change, or delete courses or programs based upon this assessment.

COMMENTS:

1. To assess by September 1978 the need for a diagnostic learning center that would provide diagnostic testing (academic), tutoring, and other assistance to students needing developmental work and plan for the coordinated non-duplication delivery of these services by January, 1979. (also applies to Goal #9, Comment #1).
2. To complete an assessment by December 31, 1977, of all existing developmental courses to determine exclusionary criteria for each course.
3. To develop and implement a comprehensive and effective English as a Second Language program for students whose second language is English. Program would be implemented in the 1978-79 academic year.
4. SEE- Goal #6, Comment #3.
5. SEE - Goal #1, Comment #3.

DRAFT LV

GOAL #6. To asses and plan for the improvement of instructional support services to provide for the coordinated delivery of these services.

COMMENTS:

1. To assess by June, 1978, by means of a functional analysis , the current activities of instructional support services and to eliminate, by December, 1978, through cooperative planning, any duplication that might be found.
 2. A. Determine which services are defined as "instructional support."
B. Design evaluative questionnaire for each service(separately) to determine degree of discrepancy between need and performance (as defined by four groups: Faculty, Students, Staff and Administration and head of that particular service).
C. Assess results of questionnaire to determine areas of greatest need.
D. Determine priorities for action.
E. Determine timetable for implementation for action.
 3. Departments planning changes involving Instructional Support Services should give advance notification to those services.(Also applies to Goals: #4, Comment #3, #5, Comment #4, #7, Comment #9, #8, Comment #3, #12, Comment #6, #13, Comment #2, #14, Comment #5.
 4. SEE - Goal #2, Comment #8.
- Goal #7. To develop a continuing education program, for academic credit, non-credit, and CEU, that will explore a wide range of relationships with individuals, community agencies, business, industry and others with the intent of offering more comprehensive and flexible educational experiences in response to their specific continuing education needs.

COMMENTS:

1. To explore the possibility for offering experiences for senior citizens in their own, off-campus facilities.
2. To explore the possibility of educational experiences to meet the needs of special segments of the population(i.e., industry, single parents, community agency workers).
3. To assess by September, 1978 the potential market for continuing education needs of community agencies, business and industry, in Bucks County and their personnel and recommend necessary processes to implement appropriate responses by January, 1979.
4. Define Continuing education and explore ways to better coordinate credit and non-credit programs meeting the definition.
5. SEE - Goal #1, Comment #3.
6. To complete a study by December 31, 1977, leading to a recommendation of the College's adoption of Continuing Education Unit (CEU) to be awarded to non-credit continuing education courses.
7. By 1980, the college will offer more "mini" courses which concentrate on specific topics of interest to the regular college community as well as the older prospective student in the community at large.
8. By Fall, 1978, the Administration and the committee system will establish a means of offering credit-bearing specialty courses which shall have fixed "life spans."
9. SEE - Goal #6, Comment #3.

DRAFT IV

GOAL # 8. To assess the system by which community service offerings are determined and develop methods that will provide instructional support services for these offerings.

COMMENTS:

1. Assess present availability of college instructional support services, and develop method to provide to Community Services Instructional Support Services.
2. Define Community Service in relationship to Continuing Education and Life Long Learning, by July 1978.
3. SEE - Goal #6, Comment #3.

GOAL #9. To assess and develop effective methods of placing students in appropriate course levels.

COMMENTS:

1. SEE - Goal #5, Comment #1.
2. To develop and implement in the 1978-79 academic year efficient use of instruments for identifying in-coming freshmen who need developmental courses. To develop a procedure for assessing the screening process.
3. Assess current methods of course placement, advising, and testing, and if appropriate, develop a new advising system to be used in the 1978-79 college year on a trial basis.
4. To exclude students from courses if they do not meet the minimum requirements for those courses. Exclusionary criteria should be developed by the 1978-79 academic year.
5. SEE - Goal #6, Comment #3.

GOAL #10. To assess the current administrative structure and its functioning in order to determine the most effective means of fulfilling the Mission, Goals, Objectives, and Priorities of the College.

COMMENTS:

1. To assess by September, 1978 the productivity of administrative personnel on twelve (12) month contracts during the months of June, July, and August to provide for the most accountable utilization of taxpayers' monies and to recommend revisions where deemed appropriate.
2. By January, 1978, create a study group on organizational development to examine organization structures and functions and reporting lines, and to recommend modes of changes toward a more congruent, equitable, and efficient operation in support of college goals, and priorities.

DRAFT IV

GOAL #11. To offer staff development programs for all employees (faculty, exempt, and classified) which will effect an institutional environment favorable to individual growth and encourage participation in the management planning process by all constituents.

COMMENTS:

1. To provide programs in 1978 at the departmental level to encourage faculty members to improve and maintain their teaching skills. Based on a 1 or 2 year period, assess the results college-wide and report to the entire college community on the effectiveness of the investment.
2. By January 15, 1978, create a study group on staff development to plan, administer, & evaluate staff development programs for all college employees.

GOAL #12. To encourage and provide a framework within which experimentation and assessment will occur in regard to modes of instruction, types of educational delivery systems, and styles of student learning.

COMMENTS:

1. To study and evaluate various experiential teaching-learning strategies.
2. To develop an annual seminar by June, 1978 in which experimental modes of instruction are demonstrated to the faculty.
3. The College will, by 1980, encourage Academic Departments, if they desire, to implement team-teaching and/or cross-departmentalizing of content areas.
4. Provide better support for the increasing number of older students through two in-service workshops for all faculty, administration, and support personnel, to deal with methodologies of serving and teaching older students.
5. The College will support the growth of non-traditional methods of obtaining college credit by disseminating information and providing opportunities for students to challenge courses through examination and/or credit for life learning experiences.
6. SEE - Goal #6, Comment #3.
7. To complete planning by July 30, 1978, under which some current credit courses can be offered to students in a modular form for varying credit.

GOAL #13. To provide proficiency oriented and competency based courses and programs of study.

COMMENTS:

1. Academic departments will develop and submit to the Academic Dean by Fall, 1978, course outlines including competency-based objectives and methods of testing proficiency.
2. SEE - Goal #6, Comment #3.
3. Assess and develop, if appropriate, basic competency testing before graduation.

DRAFT IV

GOAL #14. Provide and maintain facilities that are conducive to learning with maximal utilization of community and campus facilities that will extend services and instruction throughout Bucks County.

COMMENTS:

1. By August, 1977, to evaluate the establishment of a "Home Study" delivery system.
2. On Campus television credit courses late afternoon.
3. Beginning in Fall, 1978, the College will, once each semester, prepare and circulate a list of college programs, lectures, exhibits, performances, etc., which can be presented in community facilities throughout the county.
4. Assess physical plant and maintenance by Fall, 1977, and plan for adequate personnel and services to maintain campus facilities.
5. SEE - Goal #6, Comment #3.

GOAL #15. To assess and plan for the improvement of student development and service needs, including but not limited to Admissions, Counseling, Testing, Tutoring, and Placement, to provide for the coordinated delivery of these services.

COMMENTS:

1. To study and analyze by Spring of 1978 the need and scope of responsibility for a Dean of Student Services.
2. To work with Directors and Assistant Directors in the Student Affairs area of the College to determine the most effective way of coordinating their services and programs and to recommend to the President by June, 1978 the organizational structure needed to implement the programs.
3. Starting with the Fall of 1978, all incoming freshmen will be tested so that we can more effectively guide incoming freshmen in their educational needs and interests.
4. SEE - Goal #1, Comment #4.
5. To develop an accountability system of counseling services offered by the College by December 31, 1978.

DRAFT IV

GOAL #16. To provide low cost, educational opportunities to the residents of Bucks County through continuous, valid cost analyses of current and projected operations and the optimal utilization of all viable income sources available to the College.

COMMENTS:

1. To assess by September, 1978 the various available sources of income beyond those currently utilized, and recommend processes to seek that funding.
2. A task force composed of the people listed below, will develop and submit to the President, by December, 1978, a management information system that will provide continuous, valid cost analyses of current and projected operations of the College:

Task Force Members:

Dean of Academic Affairs
Assistant Dean for Career Programs
Assistant to the President for Institutional Research
Director of the Computer Center
Budget Officer
Chief Accountant
Assistant Director of Admissions and Records
Purchasing Agent

GOAL #17. To assess and develop more effective communication within the College Community and to inform the public of its mission, goals, objectives, priorities, and programs.

COMMENTS:

1. By December, 1977 the College shall survey the effectiveness of communication with the community at large, as well as special interest groups. The College shall decide on the most effective means of communication and media usage.

GOAL # 18. To assess current use of community resources by the College and develop more effective means of utilizing these and other resources in the operations of the College.

DRAFT IV

GOAL #19. To continue the development of the College as a central focus in the country for leadership in intellectual, cultural, artistic, and recreational pursuits.

COMMENTS:

1. By October, 1977, or sooner, the College shall establish guidelines for the ordered growth of the College as a leader in the country for intellectual and cultural growth. By December, 1977, the College shall develop a definite plan for the coordination of all programs on the campus that affect the cultural life and the college and community, including:

- A. United Student Coalition
- B. Cultural Affairs Committee
- C. Fine Arts Department
- D. Performing Arts Department

Included in this plan will be a suggestion of costs involved for effective coordination and administration.

2. Set up a study group to examine existing cultural and recreational programs at the College. Document nature and type of programs to identify areas that are lacking. Also charge the study group with the task of examining processes that are involved in organizing activities and events.
3. The Cultural affairs committee, using information gathered by the committee mentioned in Objective #2, shall reflect the interests expressed by the people, and an appropriate evaluation sheet shall be given out at the end of each semester to gauge the effectiveness of the Committee's work and their selections.
4. To use the resources of the College and the research skills of certain faculty in addressing selected community problems.
5. By Fall, 1978, Academic Departments will develop a plan for an arts week featuring lectures, exhibits, films, and performances by artists and groups from the county.
6. Encourage inter-institutional cooperation in the sharing of information and resources.
7. Provide input into planning processes at the local, regional, and state levels.
8. Encourage use of college facilities and programs by the community at large.
9. Promote an education for the development of leisure tastes.
10. Make available to cable television companies in the county, video-tapes of the "On Campus" series, presently produced three times a week and 'aired' on our closed circuit system by I.T.V.S. Each "On Campus" program is approximately five minutes in length and informs the viewer of upcoming events and meetings. It documents the wide range and scope of intellectual, cultural, artistic, and recreational activities available to county residents as students or as visitors. The cost of distribution of these tapes would be relatively low. (Approximately \$200 per year).

APPENDIX K
BUCKS COUNTY COMMUNITY COLLEGE
SUB-GROUP C ON COLLEGE PRIORITIES
OF THE MANAGEMENT PLANNING PROCESS

May 31, 1977

We invite you to participate in this last step of the planning process before we prepare the 1978 budget. This step involves the creation of College-wide priorities for consideration in forming the 1978 budget.

We ask you to indicate your priority rankings for the adopted College Goals and Objectives. They are on the attached sheets. We believe that you can help us in our work on priorities and we urge you to participate.

We are using the optical scan sheet because it permits rapid summaries and analysis. Please note that the number of your budget center is on the name sticker. We will use this in order to help us determine which areas of the College support various priorities. Please accept this use as helpful to us; it will in no way be used in a negative fashion.

Here are the instructions you will need to follow to make the optical scanning process work effectively:

1. Use only a soft lead pencil (#2 is appropriate) to mark your answers.
2. Be sure that erasures made on the op scan answer sheet are clean and complete - otherwise the machine cannot distinguish between two responses.
3. Print your name on the front of the answer sheet according to the directions. Write your budget center number under columns 1, 2, 3 in the lower left section of the information block and blacken the corresponding number in the column under each 1-2-3 column for the machine to record your budget center number (your budget center number is only three digits). Example, Budget Center 411 looks like this:

1	2	3	4	5	6
4	1	1			
0	0	0			
1	1	1			
2	2	2			
3	3	3			
4	4	4			
5	5	5			
6	6	6			
7	7	7			
8	8	8			
9	9	9			

4. Use answers 1 through 19 to indicate your priority listing for each College Goal. A copy of the Goals is attached on pink paper.

IMPORTANT

Each answer has five possible responses aligned after it:

- A B C D E
1. // // // // // . Answer A is a high priority, answer C a medium priority, and answer E a low priority. We would prefer your using only one of these three answers. However, if you wish, you may use answers B or D to indicate intermediate priorities.

A To give a priority, merely color in one of the answer columns:

The op scan machine will record your response.

We shall try to group all College Goals and Objectives into high, medium, or low priorities in our summary.

5. To indicate your priorities for College Objectives, begin at Roman Numeral II, answer number 41, and stop at answer number 113. You will have given each College Objective your priority ranking. Merely follow the same marking system as in the Goals. A copy of the Objectives is attached on blue paper.

Send your completed answer sheets to any of the members of Sub-Group C at these offices:

G. Hall - Tyler 122
R. Skinner - Founders 212
W. Brenner - Founders 119
H. Moore - Penn 401

J. Bradley - Library
W. Schurmann - SUB
J. Smith - Tyler 211

THE DEADLINE FOR RECEIPT IS FRIDAY, JUNE 10

BUCKS COUNTY COMMUNITY COLLEGE

NEWTOWN, PA

- GOAL #1 - To offer residents of Bucks County a comprehensive selection of career courses and programs based upon identifiable community interests and needs.

Objectives

- #41 By Fall 1978 conduct a survey to determine community needs in career education.
- #42 Reevaluate the designation of "Career" and/or "Transfer" for each course and program based upon identified community interests and needs in career education.
- #43 The Counseling Department will develop and submit a proposal to provide effective career counseling for the non-student adult resident. The proposal will be submitted to the Assistant Dean for Career Programs by January 1978.
- #44 By January 1978 develop an accredited career decision-making course which will provide students the means to gain career skills and self-awareness necessary to make and implement appropriate course and career choices.
- #45 Update and use the current College Manpower Study to determine which, if any, new programs of study or courses should be added in career education for the 1978-79 academic year. National career statistics will be included in the study.
- #46 Survey the Bucks County population as to the feasibility of offering courses during non-traditional time periods (such as Sundays, Friday evenings, etc.).
- #47 By June 30, 1978, the College will provide students with current national career trends, projections, and opportunities.

- GOAL #2 - To assess all existing career courses and programs within the context of identifiable community interests and needs and to expand, change, or delete courses or programs based upon this assessment.

Objectives

- #48 To conduct job analyses and curricular revision studies in all occupational curriculum every two years.
- #49 To form a study group in September 1977 which will be charged with the task of developing and conducting a survey of community interest in existing career programs and to determine community interest in expansion, change, or deletion of courses and programs based on this assessment. The committee will present recommendations to the President of Bucks County Community College based upon this survey by July 30, 1978.

- #50 Develop a means of incorporating follow-up studies into course program planning (1977-78 academic year).
 - #51 By June 30, 1978, complete an assessment of all current career programs identifying job possibilities, needs to expand, change or delete career programs in relation to manpower needs in the six county service area (Bucks, Mercer, Philadelphia, Montgomery, Lehigh, Northampton).
 - #52 To provide new and current students with information on the placement of former students in employment in the area of their program of study. This to be completed by December 31, 1978.
 - #53 By June 30, 1978, the College will provide students with current national career trends, projections and opportunities.
 - #54 To develop by Fall 1978 more interdepartmental courses, functions, compatibilities - to use our facilities, instructors, etc., to the fullest potential and to give the student a broader view of what is available to him/her in courses, programs, areas of study, jobs, careers, etc.
 - #55 By January 1978 develop an accredited career decision-making course which will provide students the means to gain the career skills and self-awareness necessary to make and implement appropriate course and career choices.
- GOAL #3 - To offer residents of Bucks County a comprehensive selection of programs and courses leading to transfer to baccalaureate degree granting institutions.

Objectives

- #56 Assess programs offered by Bucks County Community College for their adequacy in providing transferability to those programs offered by the institutions to which a majority of students transfer.
- #57 Reevaluate the designation of "Career" and/or "Transfer" for each course and program based upon identified community interests and needs in career education.
- #58 Survey the Bucks County population as to the feasibility of offering courses during non-traditional time periods (such as Sundays, Friday evenings, etc.).
- #59 To develop by Fall 1978 more interdepartmental courses, functions, compatibilities - to use our facilities, instructors, etc., to the fullest potential and to give the student a broader view of what is available to him/her in courses, programs, areas of study, jobs, careers, etc.

- 28
- GOAL #4 - To assess all existing courses and programs leading to transfer to baccalaureate degree granting institutions within the context of identifiable student educational needs and the transferability of those offerings, and to expand, change, or delete courses or programs based upon this assessment.

Objectives

- #60 To complete an assessment by July 30, 1978, of all existing programs of study and courses leading to transfer to determine if there is a need to expand, change, or delete courses or programs of study.
- #61 By December 15, 1977, to develop a plan so that departments planning changes involving Instructional Support Services will give advance notification to those services.
- #62 To develop by Fall 1978 more interdepartmental courses, functions, compatibilities - to use our facilities, instructors, etc., to the fullest potential and to give the student a broader view of what is available to him/her in courses, programs, areas of study, jobs, careers, etc.

- GOAL #5 - To assess all existing developmental education courses and programs including their modes of instruction within the context of preparing students for entry into standard college level courses and programs and to expand, change, or delete courses or programs based upon this assessment.

Objectives

- #63 To assess by September 1978 the need for a diagnostic learning center that would provide diagnostic testing (academic), tutoring, and other assistance to students needing developmental work and plan for the coordinated nonduplication delivery of these services by January 1979.
- #64 To complete an assessment by December 31, 1977, of all existing developmental courses to determine exclusionary criteria for each course.
- #65 To develop a proposal for a comprehensive and effective English as a second language program for students whose second language is English.
- #66 By December 15, 1977, to develop a plan so that departments planning changes involving instructional support services will give advance notification to those services.
- #67 The Counseling Department will develop and submit a proposal to provide effective career counseling for the non-student adult resident. The proposal will be submitted to the Assistant Dean for Career Programs by January 1978.

- GOAL #6 - To assess and plan for the improvement of instructional support services to provide for the coordinated delivery of these services.

Objectives

- #68 To assess by June 1978 by means of a functional analysis, the current activities of instructional support services and to eliminate, by December 1978 through cooperative planning, any duplication that might be found.
- #69 By April 1, 1978:
- A. Determine which services are defined as "instructional support".
 - B. Design evaluative questionnaire for each service (separately) to determine degree of discrepancy between need and performance (as defined by four groups: faculty, students, staff, and administration, and head of that particular service).
 - C. Assess results of questionnaire to determine areas of greatest need.
 - D. Determine priorities for action.
 - E. Determine timetable for implementation for action.
- #70 By December 15, 1977, to develop a plan so that departments planning changes involving instructional support services will give advance notification to those services.
- #71 To develop by Fall 1978 more interdepartmental courses, functions, compatibilities - to use our facilities, instructors, etc., to the fullest potential and to give the student a broader view of what is available to him/her in courses, programs, areas of study, jobs, careers, etc.

- GOAL #7 - To develop a continuing education program, for academic credit, non-credit, and CEU, that will explore a wide range of relationships with individuals, community agencies, business, industry and others with the intent of offering more comprehensive and flexible educational experiences in response to their specific continuing education needs.

Objectives

- #72 To explore the possibility for offering educational experiences for senior citizens in their own off-campus facilities.
- #73 To explore the possibility of educational travel experiences.
- #74 To assess by September 1978 the potential market for continuing education needs of community agencies, business and industry in Bucks County, and their personnel and recommend necessary processes to implement appropriate responses by January 1979.
- #75 By January 1978 define Continuing Education and explore ways to better coordinate credit and non-credit programs meeting the definition.

- #76 The Counseling Department will develop and submit a proposal to provide effective career counseling for the non-student adult resident. The proposal will be submitted to the Assistant Dean for Career Programs by January 1978.
- #77 To complete a study by December 31, 1977, leading to a recommendation of the College's adoption of Continuing Education Unit (CEU) to be awarded for non-credit continuing education courses.
- #78 By 1980 the College will offer more "mini" courses which concentrate on specific topics of interest to the college community as well as the older prospective student in the community at large.
- #79 By Fall 1978 the administration and the committee system will study a means of offering credit bearing specialty courses which shall have fixed "life spans".

- GOAL #8 - To assess the system by which community service offerings are determined and develop methods that will provide instructional support services for these offerings.

Objectives

- #80 Assess present availability of college instructional support services, and develop a method to provide to Community Services college instructional support services.
- #81 Define Community Service in relationship to Continuing Education and Life Long Learning by January 1978.

- GOAL #9 - To assess and develop effective methods of placing students in appropriate course levels.

Objectives

- #82 To assess by September 1978 the need for a diagnostic learning center that would provide diagnostic testing (academic), tutoring, and other assistance to students needing developmental work and plan for the coordinated nonduplication delivery of these services by January 1978.
- #83 To develop for possible implementation in the 1978-79 academic year, efficient use of instruments for identifying first time students who need developmental courses and to develop a procedure for assessing the screening process.
- #84 Assess current methods of course placement, advising, and testing, and if appropriate, develop a new advising system to be used in the 1978-79 college year on a trial basis.
- #85 To develop a method to exclude students from courses if they do not meet the minimum requirements for those courses. Exclusionary criteria should be developed by the 1978-79 academic year.

- GOAL #10 - To assess the current administrative structure and its functioning in order to determine the most effective means of fulfilling the mission, goals, objectives and priorities of the College.

Objectives

- #86 By January 1978 create a study group on organizational development to examine organization structures and functions and reporting lines, and to recommend modes of changes toward a more congruent, equitable, and efficient operation in support of the College goals and priorities.

- GOAL #11 - To offer staff development programs for all employees (faculty, exempt, and classified) which will effect an institutional environment favorable to individual growth and encourage participation in the management planning process by all constituents.

Objectives

- #87 To provide programs in 1978 at the departmental level to assist faculty members in improving and maintaining their teaching skills. Based on a one or two year period, assess the results college-wide and report to the entire college community on the effectiveness of the investment.

- #88 By January 15, 1978, create a study group on staff development to plan, administer, and evaluate staff development programs for all college employees.

- GOAL #12 - To encourage and provide a framework within which experimentation and assessment will occur in regard to modes of instruction, types of educational delivery systems, and styles of student learning.

Objectives

- #89 To study and evaluate various experiential teaching-learning strategies.

- #90 To develop an annual seminar by June 1978 in which experimental modes of instruction are demonstrated to the college community.

- #91 Provide support for the increasing number of older students through in-service workshops for the college community to deal with methodologies of serving and teaching older students.

- #92 The College will support the growth of non-traditional methods for obtaining college credit by disseminating information and providing opportunities for students to challenge courses through examination and/or credit for life learning experiences.

- #93 To complete planning by July 30, 1978, under which some current credit courses can be offered to students in a modular form for varying credit.

- GOAL #13 - To provide proficiency oriented and competency based courses and programs of study.

Objectives

- #94 Academic departments will be encouraged to develop and submit to the Academic Dean by Fall 1978 selected courses syllabi including competency-based objectives and methods of testing proficiency.
- #95 Assess and develop, where appropriate, basic competency testing before graduation by the Fall 1978.

- GOAL #14 - Provide and maintain facilities that are conducive to learning with maximal utilization of community and campus facilities that will extend services and instruction throughout Bucks County

Objectives

- #96 By January 1978 to evaluate the establishment of a "Home Study" delivery system.
- #97 Explore the possibility of on-campus television credit courses for late afternoon.
- #98 Beginning in Fall 1978 the College will study the possibility of distributing a list of college programs, lectures, exhibits, performances, etc., which can be presented in community facilities throughout the county.
- #99 Assess physical plant and maintenance by Fall 1977 and plan for adequate personnel and services to maintain campus facilities.

- GOAL #15 - To assess and plan for the improvement of student development and service needs, including but not limited to Admissions, Counseling, Testing, Tutoring and Placement, to provide for the coordinated delivery of these services.

Objectives

- #100 To study and analyze by Spring of 1978 the need and scope of responsibility for a Dean of Student Services.
- #101 To work with directors and assistant directors in the Student Affairs area of the College to determine the most effective way of coordinating their services and programs and to recommend to the President by June 1978 the organizational structure need to implement the program.
- #102 Study the matter of testing all first time students (full-time and part-time) so that we can more effectively guide them in their educational needs and interests.

- #103 By January 1978 develop an accredited career decision making course which will provide students the means to gain the career skills and self-awareness necessary to make and implement appropriate course and career choices.
- #104 To develop an accountability system of counseling services offered by the College by December 31, 1978.

- GOAL #16 - To provide low cost educational opportunities to the residents of Bucks County through continuous, valid cost analyses of current and projected operations and the optimal utilization of all viable income sources available to the College.

Objectives

- #105 To assess by September 1978 the various available sources of income beyond those currently utilized and recommend processes to seek that funding.
- #106 A task force, appointed by the President, will develop and submit to the President by December 1978 a management information system that will provide continuous, valid cost analyses of current and projected operations of the College.

- GOAL #17 - To assess and develop more effective communication within the college community and to inform the public of its mission, goals, objectives, priorities and programs.

Objectives

- #107 By December 1977 the College shall study the effectiveness of its communication with the community at large, as well as special interest groups.

- GOAL #18 - To assess current use of community resources by the College and develop more effective means of utilizing these and other resources in the operations of the College.

Objectives

- #108 Encourage inter-institutional cooperation in the sharing of information and resources.

- GOAL #19 - To continue the development of the College as a central focus in the county for leadership in intellectual, cultural, artistic, and recreational pursuits.

- #109 By January 1978 the College shall establish guidelines for the ordered growth of the College as a leader in the county for intellectual and cultural growth, and develop a definite plan for the coordination of all programs on the campus that affect the cultural life of the College and the community. Included in this plan will be an estimate of costs involved for effective coordination and administration.

- #110 Establish by January 1978 a study group to examine existing cultural and recreational programs at the College.
- #111 To assess the resources of the College and inventory the research skills of college personnel in addressing selected community problems.
- #112 By Fall 1978 the College will explore the possibility of a plan for an arts week featuring exhibits, films, and performances by artists and groups from the county.
- #113 Explore the possibility of making available to cable television companies in the county, selected videotapes of appropriate campus programs by January 1978.



BUCKS COUNTY COMMUNITY COLLEGE
NEWTOWN, PENNSYLVANIA

MEMO

to Budget Center Heads

from Sub Group C on
College Priorities

Date June 15, 1977

Attached are the indications of priority given to the goals and objectives resulting from the survey ended June 10.

There were 150 responses to the survey.

The results are organized into two systems:

1. Goals and objectives are listed separately from highest to lowest priority as indicated in the survey.
2. Goals are listed in priority indication with objectives for each goal listed in their order of indicated priority.

You are asked to study the priority indications and contribute your responses to an open session of Sub-Group C on Thursday, June 23, from 1 to 3 P.M. in F-140. The Sub-Group is to present its recommended priorities to the President's Staff on June 28. That group will then present its recommendations to the President who will make the final decision on priorities.

GOALS

1. To offer residents of Bucks County a comprehensive selection of career courses and programs based upon identifiable community interests and needs.
3. To offer residents of Bucks County a comprehensive selection of programs and courses leading to transfer to baccalaureate degree granting institutions.
2. To assess all existing career courses and programs within the context of identifiable community interests and needs and to expand, change or delete courses or programs based upon this assessment.
4. To assess all existing courses and programs leading to transfer to baccalaureate degree granting institutions within the context of identifiable student educational needs and the transferability of those offerings, and to expand, change or delete courses or programs based upon this assessment.
16. To provide low cost, educational opportunities to residents of Bucks County through continuous, valid cost analyses of current and projected operations and the optimal utilization of all viable income sources available to the College.
19. To continue the development of the College as a central focus in the County for leadership in intellectual, cultural, artistic, and recreational pursuits.
17. To assess and develop more effective communication within the College Community and to inform the public of its mission, goals, objectives, priorities and programs.
5. To assess all existing developmental education courses and programs including their modes of instruction within the context of preparing students for entry into standard College level courses and programs and to expand, change or delete courses or programs based upon this assessment.
11. To offer staff development programs for all employees (faculty, exempt and classified) which will effect an institutional environment favorable to individual growth and encourage participation in the management planning process by all constituents.
10. To assess the current administrative structure and its functioning in order to determine the most effective means of fulfilling the Mission, Goals, Objectives, and Priorities of the College.

7. To develop a continuing education program, for academic credit, non-credit and CEU, that will explore a wide range of relationships with individuals, community agencies, business, industry and others with the intent of offering more comprehensive and flexible educational experiences in response to their specific continuing education needs.
9. To assess and develop effective methods of placing students in appropriate course levels.
14. Provide and maintain facilities that are conducive to learning with maximal utilization of community and campus facilities that will extend services and instruction throughout Bucks County.
6. To assess and plan for the improvement of instructional support services to provide for the coordinated delivery of these services.
12. To encourage and provide a framework within which experimentation and assessment will occur in regard to modes of instruction, types of educational delivery systems and styles of student learning.
15. To assess and plan for the improvement of student development and service needs, including but not limited to Admissions, Counseling, Testing, Tutoring, and Placement, to provide for the coordinated delivery of these services.
13. To provide proficiency oriented and competency based courses and programs of study.
18. To assess current use of community resources by the College and develop more effective means of utilizing these and other resources in the operations of the College.
8. To assess the system by which community service offerings are determined and develop methods that will provide instructional support services for these offerings.

OBJECTIVES

- Assess programs offered by Bucks County Community College for their adequacy in providing transferability to those programs offered by the institutions to which a majority of students transfer.
- To assess by September, 1978 the various available sources of income beyond those currently utilized and recommend processes to seek that funding.
- Assess physical plant and maintenance by fall, 1977 and plan for adequate personnel and services to maintain campus facilities.
- H Assess current methods of course placement, advising, and testing, and if appropriate, develop a new advising system to be used in the 1978-79 college year on a trial basis.
- I To develop for possible implementation in the 1978-79 academic year, efficient use of instruments for identifying first time students who need developmental courses and to develop a procedure for assessing the screening process.
- G By Fall, 1978 conduct a survey to determine community needs in career education.
- To complete an assessment by July 30, 1978 of all existing programs of study and courses leading to transfer to determine if there is a need to expand, change, or delete courses or programs of study.
- H Study the matter of testing all first-time students (full-time and part-time) so that we can more effectively guide them in their educational needs and interests.
- By June 30, 1978 complete an assessment of all current career programs identifying job possibilities, needs to expand, change, or delete career programs in relation to manpower needs in the six county service area. (Bucks, Mercer, Philadelphia, Montgomery, Lehigh, Northampton)
- To assess by September 1978 the need for a diagnostic learning center that would provide diagnostic testing (academic), tutoring, and other assistance to students needing developmental work and plan for the coordinated non-duplication delivery of these services by January, 1979.
- M
C
D To develop a method to exclude students from courses if they do not meet the minimum requirements for those courses. Exclusionary criteria should be developed by the 1978-79 academic year.

.....By January, 1978 the College shall establish guidelines for the ordered growth of the College as a leader in the county for intellectual and cultural growth, and develop a definite plan for the coordination of all programs on the campus that affect the cultural life of the College and the community. Included in this plan will be an estimate of costs involved for effective coordination and administration.

....To assess by September, 1978 the need for a diagnostic learning center that would provide diagnostic testing (academic), tutoring, and other assistance to students needing developmental work and plan for the coordinated non-duplication delivery of these services by January, 1978.

.....To conduct job analyses and curriculae revision studies in all occupational curricula. The studies should be done on a regular basis, perhaps every five years.

.....A task force, appointed by the President, will develop and submit to the President, by December, 1978 a management information system that will provide continuous, valid cost analyses of current and projected operations of the College.

.....To develop, by fall, 1978 more inter-departmental courses, functions, compatibilities -- to use our facilities, instructors, etc. to the fullest potential and to give the student a broader view of what is available to him/her in courses, programs, areas of study, jobs, careers, etc.

.....To develop, by fall, 1978 more inter-departmental courses, functions, compatibilities -- to use our facilities, instructors, etc. to the fullest potential and to give the student a broader view of what is available to him/her in courses, programs, areas of study, jobs, careers, etc.

.....Update and use the current College Manpower Study to determine which, if any, new programs of study or courses should be added in career education for the 1978-79 academic year. National career statistics will be included in the study.

.....By April 1, 1978:

- A. Determine which services are defined as "instructional support."
- B. Design evaluative questionnaire for each service (separately) to determine degree of discrepancy between need and performance (as defined by four groups: Faculty, Students, Staff, and Administration, and head of that particular service).
- C. Assess results of questionnaire to determine areas of greatest need.
- D. Determine priorities for action.
- E. Determine timetable for implementation for action.

- To assess by September, 1978 the potential market for continuing education needs of community agencies, business and industry, in Bucks County and their personnel and recommend necessary processes to implement appropriate responses by January, 1979.
- By 1980 the College will offer more "mini" courses which concentrate on specific topics of interest to the college community as well as the older prospective student in the community at large.
- By January 15, 1978 create a study group on staff development to plan, administer, and evaluate staff development programs for all college employees.
- By January, 1978 define Continuing Education and explore ways to better coordinate credit and non-credit programs meeting the definition.
- By June 30, 1978 the College will provide students with current national career trends, projections, and opportunities.
- To work with Directors and Assistant Directors in the Student Affairs area of the College to determine the most effective way of coordinating their services and programs and to recommend to the President by June, 1978 the organizational structure need to implement the program.
- To develop an annual seminar by June, 1978 in which experimental modes of instruction are demonstrated to the college community.
- to complete an assessment by December 31, 1977 of all existing developmental courses to determine exclusionary criteria for each course.
- Academic departments will be encouraged to develop and submit to the Academic Dean by fall, 1978 selected course syllabi including competency-based objectives and methods of testing proficiency.
- To explore the possibility for offering educational experiences for senior citizens in their own, off-campus facilities.
- Assess and develop, where appropriate, basic competency testing before graduation, by the fall, 1978.
- Provide support for the increasing number of older students through in-service workshops for the college community to deal with methodologies of serving and teaching older students.
- Beginning in fall, 1978 the College will study the possibility of distributing a list of college programs, lectures, exhibits, performances, etc., which can be presented in community facilities throughout the county.

.....By June 30, 1978 the College will provide students with current national career trends, projections, and opportunities.

...To assess by June, 1978, by means of a functional analysis, the current activities of instructional support services and to eliminate, by December, 1978, through cooperative planning, any duplication that might be found.

.....To develop, by fall, 1978 more inter-departmental courses, functions, compatibilities -- to use our facilities, instructors, etc. to the fullest potential and to give the student a broader view of what is available to him/her in courses, programs, areas of study, jobs, careers, etc.

.....To provide programs in 1978 at the departmental level to assist faculty members in improving and maintaining their teaching skills. Based on a one or two year period, assess the results collegewide and report to the entire college community on the effectiveness of the investment.

.....By December, 1977 the College shall study the effectiveness of its communication with the community at large, as well as special interest groups.

.....To develop, by fall, 1978 more inter-departmental courses, functions, compatibilities -- to use our facilities, instructors, etc. to the fullest potential and to give the student a broader view of what is available to him/her in courses, programs, areas of study, jobs, careers, etc.

.....By January, 1978 create a study group on organizational development to examine organization structures and functions and reporting lines, and to recommend modes of changes toward a more congruent, equitable, and efficient operation in support of the College goals and priorities.

.....To form a study group in September, 1977 which will be charged with the task of developing and conducting a survey of community interest in existing career programs and to determine community interest in expansion, change, or deletion of courses and programs based on this assessment. The committee will present recommendations to the President of Bucks County Community College based upon this survey by July 30, 1978.

....To develop an accountability system of counseling services offered by the College by December 31, 1978.

.....Encourage inter-institutional cooperation in the sharing of information and resources.

- To provide new and current students with information on the placement of former students in employment in the area of their program of study. This to be completed by December 31, 1978.
- To study and evaluate various experiential teaching-learning strategies.
- To study and analyze by spring of 1978 the need and scope of responsibility for a Dean of Student Services.
- By December 15, 1977 to develop a plan so that departments planning changes involving Instructional Support Services will give advance notification to those services.
- Explore the possibility of making available to cable television companies in the county, selected video-tapes of appropriate campus programs, by January, 1978.
- By fall, 1978 the College will explore the possibility of a plan for an arts week featuring lectures, exhibits, films, and performances by artists and groups from the county.
- To assess the resources of the College and inventory the research skills of College personnel in addressing selected community problems.
- Establish by January, 1978 a study group to examine existing cultural and recreational programs at the College.
- Develop a means of incorporating follow-up studies into course program planning. (1977-78 academic year)
- By January, 1978 develop an accredited career decision-making course which will provide students the means to gain the career skills and self-awareness necessary to make and implement appropriate course and career choices.
- Re-evaluate the designation of "Career" and/or "Transfer" for each course and program based upon identified community interests and needs in career education.
- By January, 1978 develop an accredited career decision-making course which will provide students the means to gain career skills and self-awareness necessary to make and implement appropriate course and career choices.
- By fall, 1978 the Administration and the committee system will study a means of offering credit-bearing specialty courses which shall have fixed "life spans".

...By January, 1978 develop an accredited career decision-making course which will provide students the means to gain the career skills and self-awareness necessary to make and implement appropriate course and career choices.

.....Re-evaluate the designation of "Career" and/or "Transfer" for each course and program based upon identified community interests and needs in career education.

....Assess present availability of College instructional support services, and develop a method to provide to Community Services College instructional support services.

.....By December 15, 1977 to develop a plan so that departments planning changes involving Instructional Support Services will give advance notification to those services.

.....The College will support the growth of non-traditional methods for obtaining college credit by disseminating information and providing opportunities for students to challenge courses through examination and/or credit for life learning experiences.

...Define Community Service in relationship to Continuing Education and Life Long Learning by January, 1978.

.....To complete planning by July 30, 1978 under which some current credit courses can be offered to students in a modular form for varying credit.

.....By December 15, 1977 to develop a plan so that departments planning changes involving Instructional Support Services will give advance notification to those services.

....To develop a proposal for a comprehensive and effective English as a Second Language program for students whose second language is English.

....The Counseling Department will develop and submit a proposal to provide effective career counseling for the non-student adult resident. The proposal will be submitted to the Assistant Dean for Career Programs by January, 1978.

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....To complete a study by December 31, 1977 leading to a recommendation of the College's adoption of Continuing Education Unit (CEU) to be awarded for non-credit continuing education courses.

.....Survey the Bucks County population as to the feasibility of offering courses during non-traditional time periods (such as Sundays, Friday evenings, etc.).

- The Counseling Department will develop and submit a proposal to provide effective career counseling for the non-student adult resident. The proposal will be submitted to the Assistant Dean for Career Programs by January, 1978.
- The Counseling Department will develop and submit a proposal to provide effective career counseling for the non-student adult resident. The proposal will be submitted to the Assistant Dean for Career Programs by January, 1978.
- Survey the Bucks County population as to the feasibility of offering courses during non-traditional time periods (such as Sundays, Friday evenings, etc.).
- To explore the possibility of educational travel experiences.
- By January, 1978 to evaluate the establishment of a "Home Study" delivery system.
- Explore the possibility of on-campus television credit courses for late afternoon.



BUCKS COUNTY
COMMUNITY COLLEGE
NEWTOWN, PENNSYLVANIA

①

Goal #1 -- To offer residents of Bucks County a comprehensive selection of career courses and programs based upon identifiable community interests and needs

OBJECTIVES

- 41 ① By Fall, 1978 conduct a survey to determine community needs in career education.
- 42 ④ Re-evaluate the designation of "Career" and/or "Transfer" for each course and program based upon identified community interests and needs in career education.
- 43 ⑦ The Counseling Department will develop and submit a proposal to provide effective career counseling for the non-student adult resident. The proposal will be submitted to the Assistant Dean for Career Programs by January, 1978.
- 44 ⑤ By January, 1978 develop an accredited career decision-making course which will provide students the means to gain career skills and self-awareness necessary to make and implement appropriate course and career choices.
- 45 ② Update and use the current College Manpower Study to determine which, if any, new programs of study or courses should be added in career education for the 1978-79 academic year. National career statistics will be included in the study.
- 46 ⑥ Survey the Bucks County population as to the feasibility of offering courses during non-traditional time periods (such as Sundays, Friday evenings, etc.).
- 47 ③ By June 30, 1978 the College will provide students with current national career trends, projections, and opportunities.

② Goal #3 -- To offer residents of Bucks County a comprehensive selection of programs and courses leading to-transfer to baccalaureate degree granting institutions.

OBJECTIVES

- 56 ...① Assess programs offered by Bucks County Community College for their adequacy in providing transferability to those programs offered by the institutions to which a majority of students transfer.
- 57 ...③ Re-evaluate the designation of "Career" and/or "Transfer" for each course and program based upon identified community interests and needs in career education.
- 58 ...④ Survey the Bucks County population as to the feasibility of offering courses during non-traditional time periods (such as Sundays, Friday evenings, etc.).
- 59 ...② To develop, by fall, 1978 more inter-departmental courses, functions, compatibilities -- to use our facilities, instructors, etc. to the fullest potential and to give the student a broader view of what is available to him/her in courses, programs, areas of study, jobs, careers, etc.

(3)

Goal #2 -- To assess all existing career courses and programs within the context of identifiable community interests and needs and to expand, change, or delete courses or programs based upon this assessment.

OBJECTIVES

- 48 (2) To conduct job analyses and curriculae revision studies in all occupational curricula. The studies should be done on a regular basis, perhaps every five years.
- 49 (4) To form a study group in September, 1977 which will be charged with the task of developing and conducting a survey of community interest in existing career programs and to determine community interest in expansion, change, or deletion of courses and programs based on this assessment. The committee will present recommendations to the President of Bucks County Community College based upon this survey by July 30, 1978.
- 50 (5) Develop a means of incorporating follow-up studies into course program planning. (1977-78 academic year)
- 51 (1) By June 30, 1978 complete an assessment of all current career programs identifying job possibilities, needs to expand, change, or delete career programs in relation to manpower needs in the six county service area. (Bucks, Mercer, Philadelphia, Montgomery, Lehigh, Northampton)
- 52 (7) To provide new and current students with information on the placement of former students in employment in the area of their program of study. This to be completed by December 31, 1978.
- 53 (6) By June 30, 1978 the College will provide students with current national career trends, projections, and opportunities.
- 54 (3) To develop, by fall, 1978 more inter-departmental courses, functions, compatibilities -- to use our facilities, instructors, etc. to the fullest potential and to give the student a broader view of what is available to him/her in courses, programs, areas of study, jobs, careers, etc.
- 55 (8) By January, 1978 develop an accredited career decision-making course which will provide students the means to gain the career skills and self-awareness necessary to make and implement appropriate course and career choices.

- (4) Goal #4 -- To assess all existing courses and programs leading to transfer to baccalaureate degree granting institutions within the context of identifiable student educational needs and the transferability of those offerings, and to expand, change, or delete courses or programs based upon this assessment.

OBJECTIVES

- 60 (1) ... To complete an assessment by July 30, 1978 of all existing programs of study and courses leading to transfer to determine if there is a need to expand, change, or delete courses or programs of study.
- 61 (3) ... By December 15, 1977 to develop a plan so that departments planning changes involving Instructional Support Services will give advance notification to those services.
- 62 (2) ... To develop, by fall, 1978 more inter-departmental courses, functions, compatibilities -- to use our facilities, instructors, etc. to the fullest potential and to give the student a broader view of what is available to him/her in courses, programs, areas of study, jobs, careers, etc.

(5)

- Goal #16 -- To provide low cost educational opportunities to the residents of Bucks County through continuous, valid cost analyses of current and projected operations and the optimal utilization of all viable income sources available to the College.

OBJECTIVES

- 105 (1) ... To assess by September, 1978 the various available sources of income beyond those currently utilized and recommend processes to seek that funding.
- 106 (2) ... A task force, appointed by the President, will develop and submit to the President, by December, 1978 a management information system that will provide continuous, valid cost analyses of current and projected operations of the College.

- ⑥ Goal #19 -- To continue the development of the College as a central focus in the county for leadership in intellectual, cultural, artistic, and recreational pursuits.

OBJECTIVES

- 109 . ①... By January, 1978 the College shall establish guidelines for the ordered growth of the College as a leader in the county for intellectual and cultural growth, and develop a definite plan for the coordination of all programs on the campus that affect the cultural life of the College and the community. Included in this plan will be an estimate of costs involved for effective coordination and administration.
- 110 . ⑤... Establish by January, 1978 a study group to examine existing cultural and recreational programs at the College.
- 111 . ④... To assess the resources of the College and inventory the research skills of College personnel in addressing selected community problems.
- 112 . ③... By fall, 1978 the College will explore the possibility of a plan for an arts week featuring lectures, exhibits, films, and performances by artists and groups from the county.
- 113 . ②... Explore the possibility of making available to cable television companies in the county, selected video-tapes of appropriate campus programs, by January, 1978.

- ⑦ Goal #17 -- To assess and develop more effective communication within the College community and to inform the public of its mission, goals, objectives, priorities, and programs.

OBJECTIVES

- 107 . ①... By December, 1977 the College shall study the effectiveness of its communication with the community at large, as well as special interest groups.

- ⑧ Goal #5 -- To assess all existing developmental education courses and programs including their modes of instruction within the context of preparing students for entry into standard College level courses and programs and to expand, change, or delete courses or programs based upon this assessment.

(Goal #5)

OBJECTIVES

- 63 ①..... To assess by September 1978 the need for a diagnostic learning center that would provide diagnostic testing (academic), tutoring, and other assistance to students needing developmental work and plan for the coordinated non-duplication delivery of these services by January, 1979.
- 64 ②..... to complete an assessment by December 31, 1977 of all existing developmental courses to determine exclusionary criteria for each course.
- 65 ④..... To develop a proposal for a comprehensive and effective English as a Second Language program for students whose second language is English.
- 66 ③..... By December 15, 1977 to develop a plan so that departments planning changes involving Instructional Support Services will give advance notification to those services.
- 67 ⑤..... The Counseling Department will develop and submit a proposal to provide effective career counseling for the non-student adult resident. The proposal will be submitted to the Assistant Dean for Career Programs by January, 1978.

- ⑨ Goal #11 -- To offer staff development programs for all employees (faculty, exempt, and classified) which will effect an institutional environment favorable to individual growth and encourage participation in the management planning process by all constituents.

- 87 ①... To provide programs in 1978 at the departmental level to assist faculty members in improving and maintaining their teaching skills. Based on a one or two year period, assess the results collegewide and report to the entire college community on the effectiveness of the investment.
- 88 ②... By January 15, 1978 create a study group on staff development to plan, administer, and evaluate staff development programs for all college employees.

- ⑩ Goal #10 -- To assess the current administrative structure and its functioning in order to determine the most effective means of fulfilling the Mission, Goals, Objectives, and Priorities of the College.

OBJECTIVES

- 86 ① By January, 1978 create a study group on organizational development to examine organization structures and functions and reporting lines, and to recommend modes of changes toward a more congruent, equitable, and efficient operation in support of the College goals and priorities.

- ⑪ Goal #7 -- To develop a continuing education program, for academic credit, non-credit, and CEU, that will explore a wide range of relationships with individuals, community agencies, business, industry and others with the intent of offering more comprehensive and flexible educational experiences in response to their specific continuing education needs.

OBJECTIVES

- 72 To explore the possibility for offering educational experiences for senior citizens in their own, off-campus facilities.
- 73 To explore the possibility of educational travel experiences.
- 74 ① To assess by September, 1978 the potential market for continuing education needs of community agencies, business and industry, in Bucks County and their personnel and recommend necessary processes to implement appropriate responses by January, 1979.
- 75 ③ By January, 1978 define Continuing Education and explore ways to better coordinate credit and non-credit programs meeting the definition.
- 76 ⑤ The Counseling Department will develop and submit a proposal to provide effective career counseling for the non-student adult resident. The proposal will be submitted to the Assistant Dean for Career Programs by January, 1978.
- 77 ⑥ To complete a study by December 31, 1977 leading to a recommendation of the College's adoption of Continuing Education Unit (CEU) to be awarded for non-credit continuing education courses.
- 78 ② By 1980 the College will offer more "mini" courses which concentrate on specific topics of interest to the college community as well as the older prospective student in the community at large.
- 79 ④ By fall, 1978 the Administration and the committee system will study a means of offering credit-bearing specialty courses which shall have fixed "life spans".

- 12 Goal #9 -- To assess and develop effective methods of placing students in appropriate course levels.

OBJECTIVES

- 82 ③ To assess by September, 1978 the need for a diagnostic learning center that would provide diagnostic testing (academic), tutoring, and other assistance to students needing developmental work and plan for the coordinated non-duplication delivery of these services by January, 1978.
- 83 ② To develop for possible implementation in the 1978-79 academic year, efficient use of instruments for identifying first time students who need developmental courses and to develop a procedure for assessing the screening process.
- 84 ④ Assess current methods of course placement, advising, and testing, and if appropriate, develop a new advising system to be used in the 1978-79 college year on a trial basis.
- 85 ① To develop a method to exclude students from courses if they do not meet the minimum requirements for those courses. Exclusionary

13

- Goal #14 -- Provide and maintain facilities that are conducive to learning with maximal utilization of community and campus facilities that will extend services and instruction throughout Bucks County.

OBJECTIVES

- 96 ④ By January, 1978 to evaluate the establishment of a "Home Study" delivery system.
- 97 ③ Explore the possibility of on-campus television credit courses for late afternoon.
- 98 ① Beginning in fall, 1978 the College will study the possibility of distributing a list of college programs, lectures, exhibits, performances, etc., which can be presented in community facilities throughout the county.
- 99 ② Assess physical plant and maintenance by fall, 1977 and plan for adequate personnel and services to maintain campus facilities.

(14)

Goal #6 -- To assess and plan for the improvement of instructional support services to provide for the coordinated delivery of these services.

OBJECTIVES

68

(2)

... To assess by June, 1978, by means of a functional analysis, the current activities of instructional support services and to eliminate, by December, 1978, through cooperative planning, any duplication that might be found.

69

(1)

..... By April 1, 1978:

- A. Determine which services are defined as "instructional support."
- B. Design evaluative questionnaire for each service (separately) to determine degree of discrepancy between need and performance (as defined by four groups: Faculty, Students, Staff, and Administration, and head of that particular service).
- C. Assess results of questionnaire to determine areas of greatest need.
- D. Determine priorities for action.
- E. Determine timetable for implementation for action.

70

(4)

..... By December 15, 1977 to develop a plan so that departments planning changes involving Instructional Support Services will give advance notification to those services.

71

(3)

..... To develop, by fall, 1978 more inter-departmental courses, functions, compatibilities -- to use our facilities, instructors, etc. to the fullest potential and to give the student a broader view of what is available to him/her in courses, programs, areas of study, jobs, careers, etc.

(15)

Goal #12 -- To encourage and provide a framework within which experimentation and assessment will occur in regard to modes of instruction, types of educational delivery systems, and styles of student learning.

OBJECTIVES

89

(2)

... To study and evaluate various experiential teaching-learning strategies.

90

(3)

... To develop an annual seminar by June, 1978 in which experimental modes of instruction are demonstrated to the college community.

91

(1)

..... Provide support for the increasing number of older students through in-service workshops for the college community to deal with methodologies of serving and teaching older students.

92

(4)

..... The College will support the growth of non-traditional methods for obtaining college credit by disseminating information and providing opportunities for students to challenge courses through examination and/or credit for life learning experiences.

93

(5)

... To complete planning by July 30, 1978 under which some current credit courses can be offered to students in a modular form for varying credit.

78

(16)

Goal #15 -- To assess and plan for the improvement of student development and service needs, including but not limited to Admissions, Counseling, Testing, Tutoring, and Placement, to provide for the coordinated delivery of these services.

OBJECTIVES

- 100 ③ To study and analyze by spring of 1978 the need and scope of responsibility for a Dean of Student Services.
- 101 ⑤ To work with Directors and Assistant Directors in the Student Affairs area of the College to determine the most effective way of coordinating their services and programs and to recommend to the President by June, 1978 the organizational structure need to implement the program.
- 102 ① Study the matter of testing all first-time students (full-time and part-time) so that we can more effectively guide them in their educational needs and interests.
- 103 ② By January, 1978 develop an accredited career decision-making course which will provide students the means to gain the career skills and self-awareness necessary to make and implement appropriate course and career choices.
- 104 ④ To develop an accountability system of counseling services offered by the College by December 31, 1978.

(17)

Goal #13 -- To provide proficiency oriented and competency based courses and programs of study.

OBJECTIVES

- 94 ① Academic departments will be encouraged to develop and submit to the Academic Dean by fall, 1978 selected course syllabi including competency-based objectives and methods of testing proficiency.
- 95 ② Assess and develop, where appropriate, basic competency testing before graduation, by the fall, 1978.

(continued)

- 18 Goal #18 -- To assess current use of community resources by the College and develop more effective means of utilizing these and other resources in the operations of the College

OBJECTIVES

- 108 Encourage inter-institutional cooperation in the sharing of information and resources.

- 19 Goal #8 -- To assess the system by which community service offerings are determined and develop methods that will provide instructional support services for these offerings.

OBJECTIVES

- 80 ①.....Assess present availability of College instructional support services, and develop a method to provide to Community Services College instructional support services.

- 81 ②.. Define Community Service in relationship to Continuing Education and Life Long Learning by January, 1978.



APPENDIX M

PRIORITIES GOALS AND OBJECTIVES

1. To offer residents of Bucks County a comprehensive selection of career courses and programs based upon identifiable community interests and needs.

By Fall, 1978 conduct a survey to determine community needs in career education.

Update and use the current College Manpower Study to determine which, if any, new programs of study or courses should be added in career education for the 1978-79 academic year. National career statistics will be included in the study.

By June 30, 1978 the College will provide students with current national career trends, projections and opportunities.

2. To offer residents of Bucks County a comprehensive selection of programs and courses leading to transfer to baccalaureate degree granting institutions.

Assess programs offered by Bucks County Community college for their adequacy in providing transferability to those programs offered by the institutions to which a majority of students transfer.

3. To assess all existing career courses and programs within the context of identifiable community interests and needs and to expand, change, or delete courses or programs based upon this assessment.

By June 30, 1978 complete an assessment of all current career programs identifying job possibilities, needs to expand, change, or delete career programs in relation to manpower needs in the six county service area. (Bucks, Mercer, Philadelphia, Montgomery, Lehigh, Northampton).

To conduct job analyses and curriculae revision studies in all occupational curricula every two years.

4. To assess all existing courses and programs leading to transfer to baccalaureate degree granting institutions within the context of identifiable student educational needs and the transferability of those offerings, and to expand, change or delete courses or programs based upon this assessment.

To complete an assessment by July 30, 1978 of all existing programs of study and courses leading to transfer to determine if there is a need to expand, change, or delete courses or programs of study.

5. To provide low cost educational opportunities to residents of Bucks County through continuous, valid cost analyses of current and projected operations and the optimal utilization of all viable income sources available to the College.

To assess, by September, 1978 the various available sources of income beyond those currently utilized and recommend processes to seek that funding.

By Fall, 1977 to assess physical plant and maintenance and plan for adequate personnel and services to maintain campus facilities.

A task force, appointed by the President, will develop and submit to the President, by December, 1978 a management information system that will provide continuous, valid cost analyses of current and projected operations of the College.

6. To assess and develop more effective communication within the College community and to inform the public of its mission, goals, objectives, priorities and programs.

By December, 1977 the College shall study the effectiveness of its communication with the community at large, as well as special interest groups.

7. To assess all existing developmental education courses and programs including their modes of instruction within the context of preparing students for entry into standard College level courses and programs and to expand, change or delete courses or programs based upon this assessment.

To complete an assessment by December 31, 1977 of all existing developmental courses to determine exclusionary criteria for each course.

8. To develop a continuing education program, for academic credit, non-credit and CEU, that will explore a wide range of relationships with individuals, community agencies, business, industry and others with the intent of offering more comprehensive and flexible educational experiences in response to their specific continuing education needs.

To assess by September, 1978 the potential market for continuing education needs of community agencies, business and industry, in Bucks County and their personnel and recommend necessary processes to implement appropriate responses by January, 1979.

9. To assess and develop effective methods of placing students in appropriate course levels.

To develop a method to exclude students from courses if they do not meet the minimum requirements for those courses. Exclusionary criteria should be developed by the 1978-79 academic year.

To develop for possible implementation in the 1978-79 academic year, efficient use of instruments for identifying first time students who need developmental courses and to develop a procedure for assessing the screening process.

To assess by September, 1978 the need for a diagnostic learning center that would provide diagnostic testing (academic), tutoring, and other assistance to students needing developmental work and plan for the coordinated non-duplication delivery of these services by January, 1978.

10. To assess and plan for the improvement of instructional support services to provide for the coordinated delivery of these services.

By April 1, 1978:

- A. Determine which services are defined as "instructional support."
- B. Design evaluative questionnaire for each service (separately) to determine degree of discrepancy between need and performance (as defined by four groups: Faculty, Students, Staff, and Administration, and head of that particular service.)
- C. Assess results of questionnaire to determine areas of greatest need.
- D. Determine priorities for action.
- E. Determine timetable for implementation for action.

By December 15, 1977 to develop a plan so that departments planning changes involving Instructional Support Services will give advance notification to those services.

11. To encourage and provide a framework within which experimentation and assessment will occur in regard to modes of instruction, types of educational delivery systems and styles of student learning.

To develop an annual seminar by June, 1978 in which experimental modes of instruction are demonstrated to the College community.

Provide support for the increasing number of older students through in-service workshops for the college community to deal with methodologies of serving and teaching older students.

To study and evaluate various experiential teaching-learning strategies.

12. To provide proficiency oriented and competency based courses and programs of study.

Academic departments will be encouraged to develop and submit to the Academic Dean, by Fall, 1978 selected course syllabi including competency-based objectives and methods of testing proficiency.

Assess and develop, where appropriate, basic competency testing before graduation, by the Fall, 1978.

BUCKS COUNTY COMMUNITY COLLEGE

GOALS

1. To offer residents of Bucks County a comprehensive selection of career courses and programs based upon identifiable community interests and needs.
2. To assess all existing career courses and programs within the context of identifiable community interests and needs and to expand, change or delete courses or programs based upon this assessment.
3. To offer residents of Bucks County a comprehensive selection of programs and courses leading to transfer to baccalaureate degree granting institutions.
4. To assess all existing courses and programs leading to transfer to baccalaureate degree granting institutions within the context of identifiable student educational needs and the transferability of those offerings, and to expand, change or delete courses or programs based upon this assessment.
5. To assess all existing developmental education courses and programs including their modes of instruction within the context of preparing students for entry into standard college level courses and programs and to expand, change or delete courses or programs based upon this assessment.
6. To assess and plan for the improvement of instructional support services to provide for the coordinated delivery of these services.
7. To develop a continuing education program for academic credit, non-credit and CEU, that will explore a wide range of relationships with individuals, community agencies, business, industry and others with the intent of offering more comprehensive and flexible educational experiences in response to their specific continuing education needs.
8. To assess the system by which community service offerings are determined and develop methods that will provide instructional support services for these offerings.
9. To assess and develop effective methods of placing students in appropriate course levels.
10. To assess the current administrative structure and its functioning in order to determine the most effective means of fulfilling the Mission, Goals, Objectives and Priorities of the College.
11. To offer staff development programs for all employees (faculty, exempt and classified) which will effect an institutional environment favorable to individual growth and encourage participation in the management planning process by all constituents.
12. To encourage and provide a framework within which experimentation and assessment will occur in regard to modes of instruction, types of educational delivery systems and styles of student learning.
13. To provide proficiency oriented and competency based courses and programs of study.
14. Provide and maintain facilities that are conducive to learning with maximal utilization of community and campus facilities that will extend services and instruction throughout Bucks County.

15. To assess and plan for the improvement of student development and service needs, including but not limited to Admissions, Counseling, Testing, Tutoring and Placement, to provide for the coordinated delivery of these services.
16. To provide low cost educational opportunities to residents of Bucks County through continuous, valid cost analyses of current and projected operations and the optimal utilization of all viable income sources available to the College.
17. To assess and develop more effective communication within the college community and to inform the public of its mission, goals, objectives, priorities and programs.
18. To assess current use of community resources by the College and develop more effective means of utilizing these and other resources in the operations of the College.
19. To continue the development of the College as a central focus in the County for leadership in intellectual, cultural, artistic and recreational pursuits.

APPENDIX N



BUCKS COUNTY COMMUNITY COLLEGE
NEWTOWN, PENNSYLVANIA

MEMO

Date May 26, 1977

to _____

from Dr. Jack Mahon *JM*

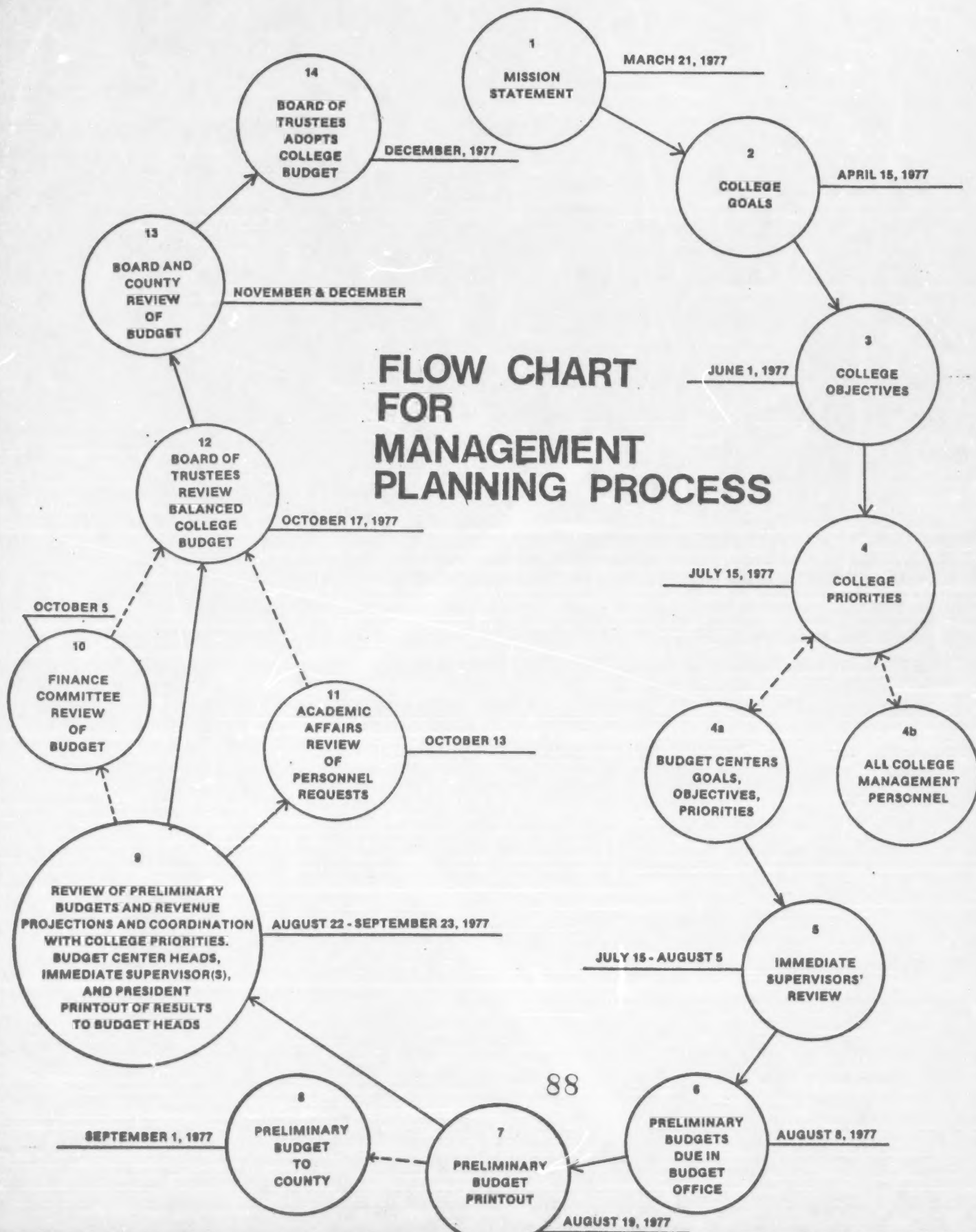
RE: Flow Chart for the Management Planning Process

Earlier this year you were given a flow chart for the initial stages of the Management Planning Process. That flow chart and the accompanying explanation indicated the steps that would be followed in order to arrive at preliminary budgets from all budget centers. That step is indicated as number 6 on the attached flow chart and the date has been pushed back to August 8, 1977.

The remainder of the flow chart depicts the process explained in the 1978 budget calendar sent from the Budget Office on April 20, 1977. As was mentioned in the covering memorandum from Bob Murphy that budget calendar was synchronized with the Management Planning Process.

There are two noticable differences in the budget process with its coordination with the Management Planning Process. The first of these differences is the specified time period from August 22 to September 23 when preliminary budgets will be reviewed in coordination with revenue projections and the college priorities with the stipulation that the budget center heads, immediate supervisor(s), and the president be involved. The second noticable difference is the indication that the Board of Trustees on October 17, 1977 will review a balance college budget. Therefore, the review of the preliminary budget during the August 22 to September 23 becomes that much more important.

Please keep this chart with your budget calendar so that you might check this college's progress as it formulates the 1978 budget.



APPENDIX O



February 23, 1978

TO: All Exempt Employees

FR: Dr. Jack Mahon

RE: Evaluation of the 1977 Management Planning Process (MPP)

#

During the past year many of us participated in the first serious attempt at comprehensive and institutional planning at Bucks County Community College. In short, the Management Planning Process (MPP) included the adoption of a Mission Statement by the Board of Trustees and the President issuing College Goals, College Objectives, and College Priorities for the 1978 calendar year. Many of these priorities included some type of assessment, and thus, their impact was negligible in the 1978 Budget. All priorities, however, were budgeted and results should be forthcoming in 1978.

We would appreciate about ten (10) minutes of your time in order to assess the processes and the results of the 1977 MPP in order to plan for the future. All replies are welcomed and needed.

1. Did you participate in the following processes:

A. College Goals Setting	☐ yes	☐ no
B. College Objectives Setting	☐ yes	☐ no
C. College Priorities Setting	☐ yes	☐ no

2. What did you view as the weaknesses of the Management Planning Process?

COLLEGE GOALS STATEMENTS
EVALUATION

-Page 2-

February 23, 1978

3. What did you view as the strengths of the Management Planning Process?
4. What revisions do you feel should be made to a comprehensive planning process during the current year?
5. Do you feel that there should be comprehensive planning at Bucks County Community College?
- ☐ Yes
- ☐ No

APPENDIX P



To:

From: Management Planning Group

Re: College-wide priorities for
the next two to three years

The Management Planning Group (Jalma Marcus, Barbara Korb, Ed Lowry, Dick Skinner and Jack Mahon) solicits your active participation in the establishment of college priorities for the next two to three years. In short, where do you feel this College should be placing its emphasis for the next few years.

We do not wish to re-invent the wheel. Since this College developed nineteen (19) Goal Statements (copy attached) only two (2) years ago, we viewed it as a waste of time to repeat that process in its entirety. We are aware, however that conditions affecting higher education have changed in those two years as well as the fact that there are new employees and ideas that need to be brought in this process.

We are asking you to review those nineteen (19) Goal Statements adopted in April, 1977 to indicate which one, if any, should be this College's priority for 1979 and 1980. If you do not find your College priority listed in these nineteen (19) statements, please write a Goal Statement indicating your priority.

This should be a College-wide priority statement, not a departmental, office or personal priority.

We encourage you to discuss these priorities with other individuals in your department or office. While all employees may submit their own priorities, departments and offices may well submit priorities reflecting a consensus of their thoughts.

A sheet is provided for you to indicate your first priority, that is where should this College be placing its emphasis and resources for 1979 and 1980, as well as your second priority, that is where should this College be placing its emphasis and resources for 1981. We would appreciate your reply by Friday, March 23, 1979.

A brief description of our timetable for subsequent activities related to the establishment of College-wide priorities is on the reserve side of this memo. Please review it and we welcome your comments on it.

Timetable for Priorities Establishment

<u>Activity</u>	<u>Date Completed</u>
Mailing requests for College-wide Priorities from all College Personnel	Monday, March 5 _
Replies to request for College-wide Priorities	Friday, March 23
Summation/Condensation of Priorities to President's Staff for Discussion	Tuesday, April 3
Adoption of College Priorities by President and Dissemination to all Personnel	Wednesday, April 17
Coordination/Articulation of College Priorities with Departmental/Office and Management Personnel Time Priorities	Friday, June 1
Dissemination of College, Departmental and Management Personnel Priorities by President	Monday, June 18

BUCKS COUNTY COMMUNITY COLLEGE

GOALS

1. To offer residents of Bucks County a comprehensive selection of career courses and programs based upon identifiable community interests and needs.
2. To assess all existing career courses and programs within the context of identifiable community interests and needs and to expand, change or delete courses or programs based upon this assessment.
3. To offer residents of Bucks County a comprehensive selection of programs and courses leading to transfer to baccalaureate degree granting institutions.
4. To assess all existing courses and programs leading to transfer to baccalaureate degree granting institutions within the context of identifiable student educational needs and the transferability of those offerings, and to expand, change or delete courses or programs based upon this assessment.
5. To assess all existing developmental education courses and programs including their modes of instruction within the context of preparing students for entry into standard college level courses and programs and to expand, change or delete courses or programs based upon this assessment.
6. To assess and plan for the improvement of instructional support services to provide for the coordinated delivery of these services.
7. To develop a continuing education program for academic credit, non-credit and CEU, that will explore a wide range of relationships with individuals, community agencies, business, industry and others with the intent of offering more comprehensive and flexible educational experiences in response to their specific continuing education needs.
8. To assess the system by which community service offerings are determined and develop methods that will provide instructional support services for these offerings.
9. To assess and develop effective methods of placing students in appropriate course levels.
10. To assess the current administrative structure and its functioning in order to determine the most effective means of fulfilling the Mission, Goals, Objectives and Priorities of the College.
11. To offer staff development programs for all employees (faculty, exempt and classified) which will effect an institutional environment favorable to individual growth and encourage participation in the management planning process by all constituents.
12. To encourage and provide a framework within which experimentation and assessment will occur in regard to modes of instruction, types of educational delivery systems and styles of student learning.
13. To provide proficiency oriented and competency based courses and programs of study.
14. Provide and maintain facilities that are conducive to learning with maximal utilization of community and campus facilities that will extend services and instruction throughout Bucks County.

15. To assess and plan for the improvement of student development and service needs, including but not limited to Admissions, Counseling, Testing, Tutoring and Placement, to provide for the coordinated delivery of these services.
16. To provide low cost educational opportunities to residents of Bucks County through continuous, valid cost analyses of current and projected operations and the optimal utilization of all viable income sources available to the College.
17. To assess and develop more effective communication within the college community and to inform the public of its mission, goals, objectives, priorities and programs.
18. To assess current use of community resources by the College and develop more effective means of utilizing these and other resources in the operations of the College.
19. To continue the development of the College as a central focus in the County for leadership in intellectual, cultural, artistic and recreational pursuits.

COLLEGE-WIDE PRIORITIES

Please indicate your first and second priority for Bucks County Community College. You may indicate one of the nineteen Goal Statements adopted in 1977 as a priority or you may write your own college-wide priority statement.

PLEASE RETURN TO JACK MAHON, HICKS 207 BY FRIDAY, MARCH 23, 1979.

First Priority (Primary College Emphasis during 1979 and 1980)

Second Priority (Primary College Emphasis during 1981)


We appreciate your participation!

APPENDIX Q

Budget Center _____

Institutional Priority _____

Departmental Priority _____

Institutional Priority _____

Departmental Priority _____

Institutional Priority _____

Departmental Priority _____

Institutional Priority _____

Departmental Priority _____

Departmental Priorities not Directly Related
to Institutional Priorities

Departmental Priority _____

Departmental Priority _____

Departmental Priority _____

Departmental Priority _____

Departmental Priority _____

PLAN OF ACTION

Task/Event/Activities	Timeline	Cost
	99	



TO:

FROM: Jack Mahon, Assistant to the President

RE: College-wide Priorities for 1980-1981

Once again we ask you to actively participate in the establishment of college priorities for the next two to three years. In short, where do you feel this College should be placing its emphasis for the next two years?

As the direct result of the 115 replies received last year, six institutional priorities were adopted by the President and were instrumental in both the allocation of time by many people as well as the allocation of financial resources in the current 1980 budget. These six priorities are attached for your review.

A review of the status of the progress made on these six priorities will be conducted by Dr. Rollins in April of this year.

Nonetheless, we need to look ahead since conditions in a very competitive market do not remain static. Since April 17, 1979, when these six priorities were adopted, our internal and external environments have changed. We are involved in a Institutional Self-Study for a Middle States Review in 1981. The energy crisis has worsened. There may be a military draft registration in the near future.

We need to address these matters and your advice is welcomed.

We encourage you to discuss your concerns and proposed priorities with other individuals in your department or office. While all employees may submit their own priorities, departments and offices may well submit priorities reflecting a consensus of their thoughts.

This should be a college-wide priority statement, not a departmental, office or personal priority.

A sheet is provided for you to indicate your first priority, that is where should this College be placing its emphasis and resources for 1980 and 1981. We would appreciate your reply by Friday, March 21, 1980.

A brief description of our timetable for subsequent activities related to the establishment of college-wide priorities is on the reverse side of this memo.

JM:dja

Att.

TIMETABLE FOR PRIORITIES ESTABLISHMENT

<u>ACTIVITY</u>	<u>DATE COMPLETED</u>
Mailing requests for college-wide priorities from all college personnel	Monday, February 18
Replies to request for college-wide priorities	Friday, March 21
Summation/condensation of priorities to President's staff for discussion	Tuesday, March 25
Adoption of college priorities by President and dissemination to all personnel	Wednesday, April 8
Coordination/articulation of college priorities with departmental, office and management personnel time priorities	Friday, June 13
Dissemination of college, departmental and management personnel priorities by President	September 1980

INSTITUTIONAL PRIORITIES

1979 - 1980

1. To assess and develop more effective communication within the college community and to inform the public of its mission, goals, objectives, priorities and programs.
2. To offer staff development programs for all employees (faculty, exempt and classified) which will effect an institutional environment favorable to individual growth and encourage participation in the management planning process by all constituents.
3. Provide increased budgetary support for remedial and preventive maintenance of the physical plant and grounds.
4. To offer residents of Bucks County a comprehensive selection of courses and programs based upon identifiable community interests and needs.
5. To assess current use of community resources by the College and develop more effective means of utilizing these and other resources in the operations of the College.
6. To assess and plan for the improvement of support services to provide for the coordinated delivery of these services.

Office of the President

April 17, 1979

BUCKS COUNTY COMMUNITY COLLEGE

Newtown, PA

COLLEGE-WIDE PRIORITY

Please indicate your top priority for Bucks County Community College. You may indicate one of the nineteen Goal Statements adopted in 1977 as a priority, or one of the six priorities adopted in 1979, or you may write your own college-wide priority statement.

PLEASE RETURN TO JACK MAHON, HICKS 207 BY FRIDAY, MARCH 21, 1980

First Priority (Primary College Emphasis during 1980 and 1981)

Thank you!



OFFICE OF
THE PRESIDENT

BUCKS COUNTY COMMUNITY COLLEGE

NEWTOWN, PENNSYLVANIA 18940

(215) 968-5861

TO: All College Personnel

DATE: April 16, 1980

After study and review of the priorities submitted by the College community, these are the eight goals which I feel should have our primary attention for 1980-81-82. The adoption of these institutional priorities at this time is in keeping with the timetable established by the management planning process. At the present time, I am reviewing our accomplishments during the 1979-80 academic year based on the priorities established for this period.

All Budget Centers and Departments will now develop their priorities for 1980-81-82 in coordination with the institutional priorities listed on the attached sheet. This process should be completed by June 2. At the same time, all management and supervisory personnel will be developing their position priorities for 1980-81-82. More details on this will be forthcoming shortly.

I want to take this opportunity to thank you for all your efforts in this endeavor. Your continuing cooperation is deeply appreciated and together I know we will attain our goals.

Charles E. Rollins
CHARLES E. ROLLINS
President

INSTITUTIONAL PRIORITIES

1980 - 1981 - 1982

1. To support a comprehensive self-study report leading to the renewal of accreditation of the College by the Middle States Association.
2. To offer residents of Bucks County a comprehensive selection of courses and programs based upon identifiable community interests and needs.
3. Continue and improve the system of providing educational services for the residents of Bucks County which result in the reduction of energy used by students and the College.
4. To assess and develop more effective communication within the college community and to inform the public of its mission, goals, objectives, priorities and programs.
5. Provide increased budgetary support for remedial and preventive maintenance of the physical plant and grounds.
6. To assess current use of community resources by the College and develop more effective means of utilizing these and other resources in the operations of the College.
7. Provide 1981 budgetary support for the replacement and/or repair of instructional capital equipment.
8. To offer staff development for all employees which will effect an instructional environment favorable to individual growth and encourage participation in the management planning process by all constituents.

BUCKS COUNTY COMMUNITY COLLEGE
NEWTOWN, PA

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